



ANNUAL BUDGET 2023-2024

ADOPTED BY THE CITY COUNCIL, CAMBRIDGE, MASSACHUSETTS



Investments in Arts & Culture continues to be an essential component to ensuring a high quality of life in a sustainable, inclusive, and connected Cambridge.

Pictured:

Cambridge Arts Artist Residency ensemble RootsUprising, led by choreographer Nailah Randall-Bellinger, performs in Cambridge Arts' Gallery 344. In the background, Artist Patricia Thaxton's designs for a construction wrap mural in Harvard Square are on display in the gallery.

Conservator Greg Curci restores Lilli Ann Rosenberg's 1979 mosaics at Millers River Apartments, in a collaborative art conservation project with the Cambridge Housing Authority as part of the renovations of Millers River.

Silvia Lopez Chavez paints a mural on the Central Square Branch Library, in partnership with the Central Square Business Improvement District.

A poem by Julia Mix Barrington is imprinted at the Graham and Parks School as part of the Sidewalk Poetry Program from Cambridge Arts, the Department of Public Works, and the Cambridge Public Library.

Cover Photos Credit: Greg Cook



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Cambridge, Massachusetts for its annual budget for the fiscal year beginning July 1, 2022.

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

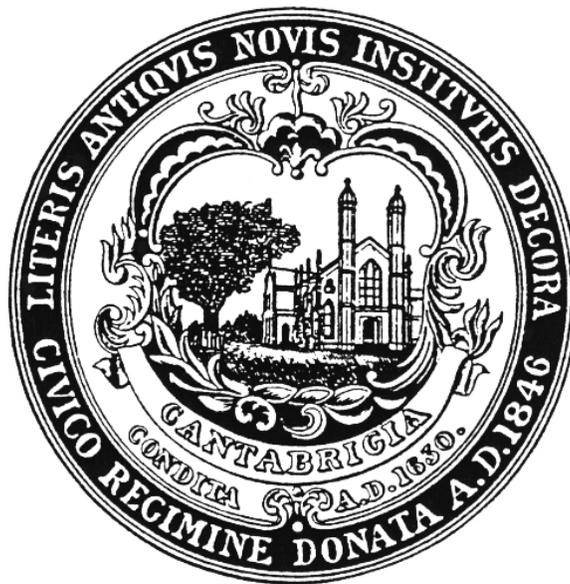
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

The City has earned the Distinguished Budget Presentation Award for 38 consecutive years.

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CITY OF CAMBRIDGE 2023-2024 ANNUAL BUDGET

PREPARED BY THE BUDGET OFFICE



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Many thanks to all City staff who assisted throughout the budget process.

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SECTION I

INTRODUCTION



City of Cambridge

Executive Department

YI-AN HUANG
City Manager

June 5, 2023

To the Honorable, the City Council, and the Cambridge community,

I am pleased to present the adopted Operating and Capital Budgets for the City of Cambridge for FY24, as well as the FY25-FY28 Operating and Capital Plans.

FY23 has been a turning point for our city and the world as we have emerged from the COVID-19 pandemic and begun returning to a sense of normalcy. I am grateful to former City Manager DePasquale, Mayor Siddiqui, the City Council, City Leadership, and staff for all the hard work, diligence, and creativity over the last three years to bring us through these unprecedented times.

Over the last three years, the City has made enormous efforts and millions of dollars of investment in its response to the COVID-19 pandemic. We built out COVID-19 testing and vaccination infrastructure, regularly communicated and engaged our community, provided financial relief to individuals, families, and small businesses, supported the unhoused community, provided housing assistance to those in need, extended internet access, expanded outdoor dining opportunities, and much, much more. While we have transitioned some programs, many continue to this day.

These efforts have been possible because of leadership from the Council, strong City management, and sound fiscal policies, which have provided us the flexibility to act quickly on important priorities. The pandemic has also shown the power of collaboration and the resilience of our community. The partnership between the City, Council, community leaders, and local businesses has brought us through these difficult years. We will continue to rely on this collaboration as we face the many opportunities and challenges ahead.

This is my first budget message, and I appreciate the Council and City Leadership for all their work and discussions that have led us here. Throughout the process of developing this document, I have sought to build the following values into our budget process:

1. **Following Council priorities:** The City is guided by the policy direction set by the Council. I believe deeply in our governance structure which drives decisions based on consensus across our elected representative body. Weekly City Council meetings, policy orders, and regular conversations with Councilors provide direction on key priorities and feedback on existing initiatives and department operations. This budget reflects the collective discussions across the City, Council, and community.
2. **Ensuring financial stability and strength:** The City is committed to the professional management of our finances to ensure that we can continue to deliver high-quality services, build and maintain essential infrastructure, and invest in key Council and

CITY MANAGER'S BUDGET MESSAGE

community priorities. We have significant resources and also have managed our financial portfolio effectively. This budget reflects a continued commitment to that practice.

3. **Commitment to transparency:** How we spend our money reflects our priorities and values as a community. An important part of this budget process is transparency to the Council and our community. Over the years, our annual budget has become increasingly comprehensive and detailed, including dollars across priority areas, key initiative descriptions, data on performance and key trends, and long-term capital plans. This budget reflects that continued practice and I encourage everyone to engage with the City on this document.
4. **Embracing change:** We are a city of innovation, activism, and energy. I'm committed to embracing change and looking for opportunities to improve. This budget reflects changes that we have discussed over the last year as well as an orientation toward greater investment in City leaders, staff, and organizational structure. We have also created a more inclusive process with the Council and I am looking forward to feedback and collaboration on how to improve future budgets.

The FY24 Operating Budget of \$883,773,885 is an increase of \$82,322,015 or 10% over the FY23 Adopted Budget. A significant portion (\$24,645,750) of that increase represents a shift of funding for the Affordable Housing Trust from the Capital Budget to the Operating Budget. We believe this is a more appropriate accounting of how we are funding affordable housing and we are making this change in this year's budget. Excluding the shift of affordable housing funds, the Operating Budget represents an increase of \$57,776,265 or 7.2% over the FY23 Adopted Budget.

Consolidated Spending

As part of the FY24 Budget, the City is providing consolidated spending information across key priority areas identified by the City Council and the community. This includes expenditures in the FY24 Operating Budget, the FY24 Capital Budget, generally recurring grant funds, and free cash appropriations from FY23. This consolidated view provides additional context for total financial investment in key priority areas.

The City is committing \$281 million of overall funding across: Affordable housing and homelessness, early childhood, sustainability, vision zero / traffic safety, and anti-racism, equity, and inclusion. This compares with \$220 million of overall funding in FY23, with the increase driven by greater capital allocations for major infrastructure projects related to the Cycling Safety Ordinance and greater resourcing for universal pre-kindergarten, homelessness, and climate initiatives.

Affordable Housing and Homelessness

Funding for affordable housing (including funds allocated to the Affordable Housing Trust; Community Development Department Housing Division; and a portion of CDBG funds and historic preservation grants) is at \$46 million in FY24. Since FY20, the City has provided more than \$173 million of direct support to the Affordable Housing Trust. It has been the City's practice since FY20 to use 25% of building permit revenue as a revenue source for supporting the Affordable Housing Trust. Although budgeted building permit revenues have decreased from a high of approximately \$45 million in FY23, the City has maintained the same dollar amount of

CITY MANAGER’S BUDGET MESSAGE

support for affordable housing through building permits. Combined with a \$1.7 million increase in general fund revenues and short-term rental community impact fees, FY24 general fund affordable housing trust support is increasing by 7.4% compared to FY23:

Funding for the Affordable Housing Trust		
	FY23	FY24
General Fund revenue	\$12,500,000	\$14,100,000
Building permit revenue	\$10,245,750	\$10,245,750
Short term rental fees	\$200,000	\$300,000
Estimated CPA allocation	\$15,760,000	\$16,460,000
Total	\$38,705,750	\$41,105,750

Supporting our unhoused community continues to be an important priority, and the City has committed significant funding with a total of \$15.8 million in FY24, an increase of 24% compared to \$12.8 million in FY23. This is primarily driven by investments in maintaining the City’s shelter capacity. We have provided \$1.1 million of operational funding to ensure the Salvation Army’s 35-bed shelter will stay open after state funding was set to run out in March 2023. We have also committed to using a combination of ARPA and City funds to continue services provided by Bay Cove/CASPAR at the Transition Wellness Center, the temporary emergency shelter with 58 beds for individuals located at the Spaulding Hospital.

Our shelter providers operate about 300 beds of shelter capacity across Cambridge which are critical for our unhoused community, providing both a bed to sleep in and a place to receive valuable services. The City will work to transition longer-term funding to state or federal sources while continuing to make investments in more permanent housing options and improved services for this community.

We are also making continued investments in high intensity case management through the City Manager Housing Liaison Office. Our city continues to struggle with high and increasing rent costs. The work of the Multi-Service Center and the Housing Liaison Office have been critical to supporting individuals and families at risk of eviction or needing support to find emergency shelter.

Finally, we are continuing to fund many programs that support those who are not stably housed in our community including programs on eviction prevention, rental assistance, legal services, the winter Warming Center, transportation for homeless children, access to public bathrooms such as the Portland Loo, and much more.

Early Childhood

Early Childhood program funding has increased to \$5.0 million in FY24 compared to \$4.4 million in FY23. We are also continuing to increase funding for important programs, including Baby University, the Center for Families, early childhood services and programs at our libraries.

We have continued to make major investments in universal pre-kindergarten (UPK) as we prepare to go-live in the fall of 2024. Total funding is \$34.4 million in FY24, a 97% increase from

CITY MANAGER'S BUDGET MESSAGE

\$17.5 million in FY23. This includes the anticipated allocation of \$10 million of FY23 free cash toward a stabilization fund which will help mitigate the budget impact in FY25 of implementing UPK, which is projected to be approximately \$20 million. We have also added \$1.2 million of new full-time positions in the Office of Early Childhood (formerly Birth to Third Grade Partnership) to support program roll-out and operations and \$5.1 million of capital investment in Just-A-Start's Rindge Commons project to build new pre-kindergarten classrooms.

Universal pre-kindergarten has been a long-standing City Council goal and research shows that children who participate in UPK are more prepared in early math, reading, and social-emotional development. These programs especially benefit lower-income families and have a long-term impact on the achievement gap. Our expanded program would place all four-year-olds and prioritized three-year-olds in a high-quality pre-school program across Cambridge Public Schools, Department of Human Services Program (DHSP) preschools, Head Start, and community programs. Planning for implementation of UPK has been a major effort across the City and Cambridge Public Schools, and will include creating a universal application system, building a strong workforce pipeline, and developing systems and support for program quality across all our classrooms. This significant investment is reflected in this year's budget and represents one of the largest financial investments across the City's FY24 Budget.

Sustainability

We are facing a global climate crisis. Successive international reports have only underlined the dire impacts of continued carbon emissions, particularly on marginalized communities around the world. Toward our Climate Net Zero goal, we are allocating \$18.4 million in FY24 which is a 27% increase from \$14.5 million in FY23.

This primarily reflects anticipated FY23 Free Cash allocations to support the Building Energy Use Disclosure Ordinance (BEUDO) and the City's efforts toward reducing building emissions over the coming years. We anticipate recommending the allocation of \$2.0 million toward the first year of a technical assistance program to support greater energy efficiency and decarbonization. We also anticipate recommending the allocation of \$1.0 million for municipal building decarbonization planning across the 40 City buildings related to BEUDO. The City recognizes that to accelerate our transition to carbon free, we will need to invest in technical assistance to assess and plan transitions across hundreds of buildings, which is reflected in our FY24 budget. The City is also continuing funding for several other Climate Net Zero programs, including vehicle electrification, renewable energy, and city building retrofits and renovations.

Within Climate Resilience, we are seeing total funding of \$47.0 million in FY24 compared to \$44.0 million in FY23. This represents funding for major sewer and stormwater projects and investments in roofs and drainage to ensure the city will be prepared for greater extreme weather events. Significant parts of Cambridge were historically swamps and wetland and continued investment in our underground infrastructure is critical to protect from flooding.

FY24 expenditures include \$13.2 million in funding for open space. While this is a decrease from FY23 (which included an \$11 million Free Cash appropriation for Danehy Park), overall funding for open space has increased as part of the Capital Budget and 5-year Capital Plan. The FY24

CITY MANAGER'S BUDGET MESSAGE

budget continues to make significant investment in open space preservation and revitalization and includes the mid-year allocation of \$600,000 for softball field improvements at Danehy Park.

FY24 funding for our Zero Waste goals is \$7.6 million compared to \$7.3 million in FY23. We continue to have one of the most robust municipal recycling programs in the country and have reduced average trash per household from 22.8 pounds in 2008 to 15.6 pounds in 2022, with the goal of achieving 12.0 pounds by 2030. We have also launched small business recycling and composting which is now collecting over 20 tons of food waste per week.

We are also seeing higher funding for Urban Forestry at \$4.1 million in FY24 compared to \$3.2 million, driven by greater revenue growth from tree removal fees tied to expected new developments. The City continues to implement the Urban Forest Master Plan (UFMP), which guides the development of Cambridge's tree assets into the future. During FY23, Public Works reached the UFMP recommendation of planting over 1,000 trees annually. By next year, the City expects to exceed that recommendation and will plant 1,200 trees annually.

Vision Zero & Traffic Safety

Making our streets safer for all is a key priority for the City, and we continue to make regular investments in our urban infrastructure to repair damaged roads, improve accessibility, and address dangerous intersections. Quick build separated bike lanes have been installed on Garden Street from Huron Avenue to Concord Avenue and Brattle Street from Mason Street to Sparks Street among other locations. Planning and outreach are underway for installations on Hampshire Street from Inman Square to Broadway and Main Street from Massachusetts Avenue to Portland Street. Installation for both Hampshire Street and Main Street is planned for FY24, as well as Brattle Street from Sparks Street to Mt. Auburn Street.

Infrastructure investment is increasing significantly to \$70.6 million in FY24 from \$32.8 million in FY23, primarily driven by the Mass Ave Partial Reconstruction project, which is being allocated \$50 million in capital to be spent over FY24 and the following years. This project primarily focuses on meeting the Cycling Safety Ordinance goal of achieving separated bike lanes down one of our busiest thoroughfares. It will involve the removal of the dividing median down Massachusetts Avenue and the reconstruction of the streetscape to improve safety and accessibility. These changes will allow for separated bike lanes to be implemented, further advancing our Vision Zero (75%) and Climate Resilience (25%) goals. This will be the largest infrastructure investment related to the Cycling Safety Ordinance and was presented in the FY23 five-year capital plan.

Anti-Racism, Equity, and Inclusion

The City has increased funding for anti-racism, equity, and inclusion programs with \$6.2 million in FY24 compared to \$5.7 million. The increase is primarily driven by new positions, including a Chief of Equity and Inclusion for the City and new full-time positions in the Equity and Inclusion team. This team will develop effective equity and inclusion strategies, contribute to policy development, and improve service delivery across our programs and training. In addition, close collaboration will occur across the senior leadership team and the Human Resources department. Ultimately, we are working towards building a community where equity is our foundation and inclusion is represented in our intentional actions.

CITY MANAGER'S BUDGET MESSAGE

Financial Outlook

Cambridge continues to see a strong and robust local economy anchored by world-renowned higher education institutions, a flourishing biotechnology and innovation sector, and a competitive landscape of local businesses. The City also has a proud history of stable and responsible fiscal management that has maintained healthy reserves, adhered to formal policies governing debt and liquidity, contributed toward pension liabilities, and preserved a reasonable tax levy on residents and local businesses. The City has maintained its AAA bond rating from all three major rating agencies this year and continues to plan for long-term financial sustainability and health.

At the end of FY22, the City was left with significant and important reserves, including: \$199.3 million in Free Cash, \$37.9 million in the Debt Stabilization Fund, \$36.7 million in the Health Claims Trust Fund, \$2.1 million in the Parking Fund balance, and \$8.7 million in the Water Fund balance. The City's excess levy capacity for FY23 is \$201 million.

This financial strength has allowed the City continued operating flexibility to make investments across key priorities identified by the Council and community, resulting in significantly higher municipal support for schools, affordable housing, homelessness, human service programs, sustainability, and much more.

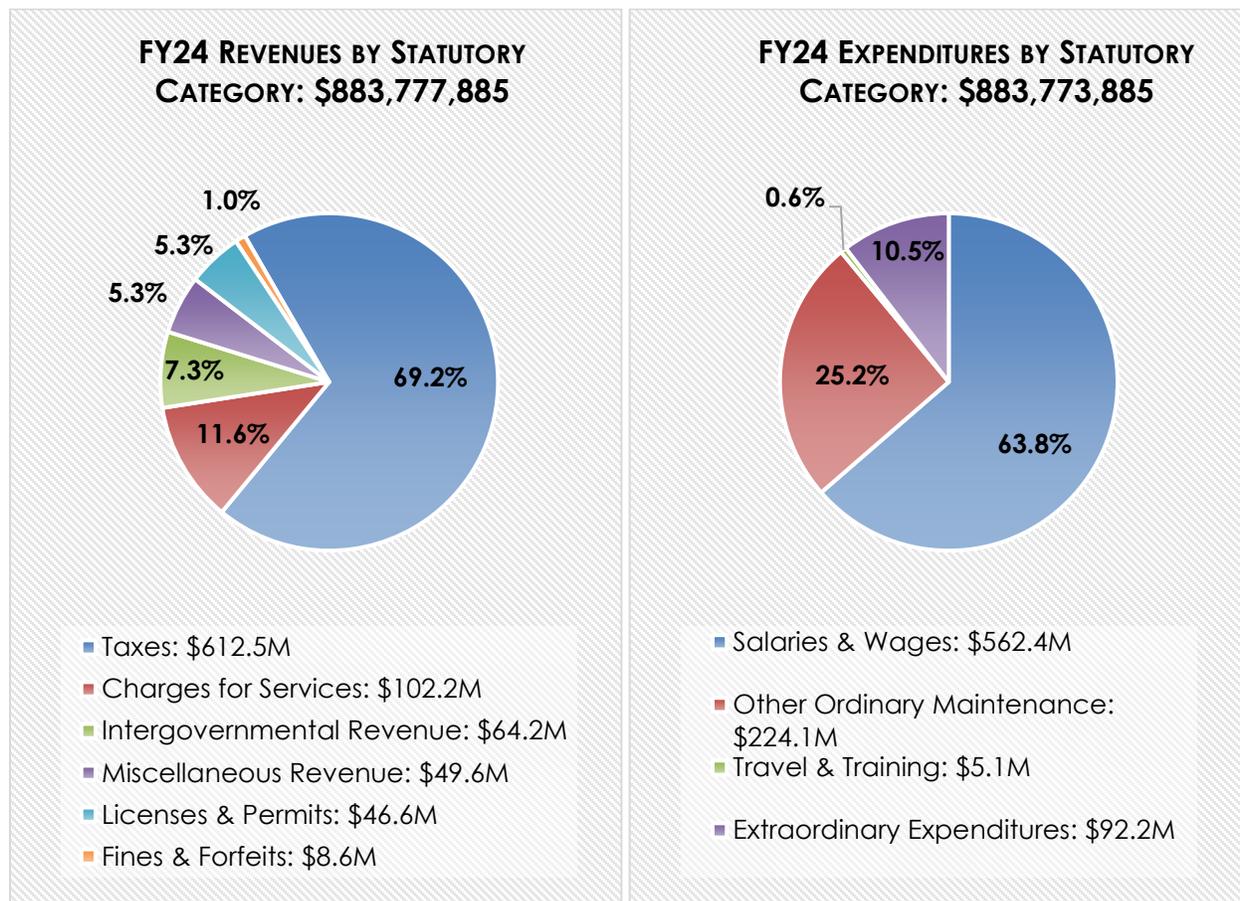
Free Cash remains an important flexibility for the City to meet both normal operating priorities and strategic initiatives that come up in discussion with the Council and community. The City has used \$41.6 million of Free Cash in FY23 to date. Major appropriations included \$19 million to lower the property tax rate; \$2.05 million transfer to the Mitigation Stabilization Fund; \$1.4 million to the Community Benefits Fund; \$1.6 million for snow related expenses; \$2.35 million to purchase water from Massachusetts Water Resources Authority (MWRA); \$1.8 million for improvements to Dottie Doyle Way; \$750,000 for preschool classrooms at 402 Rindge Avenue; \$600,000 for softball improvements at Danehy Park; \$586,000 for Smart Box rodent control; \$555,000 for EGOV projects; \$400,000 for an electric packer truck; \$250,000 for emergency radio system infrastructure; \$200,000 for Central Square property needs assessment; \$150,000 for a Mass Ave planning study; and \$78,000 for additional printing and mailing costs for the City Clerk's office.

While we continue to be optimistic about our financial outlook, there are risks on the horizon. Rising interest rates, concerns about banking instability, low office space occupancy, and the regional growth of lab space outside of Cambridge are all trends that may affect what has been a steady history of revenue growth that has funded ambitious programs to better serve our community. In particular, building permit revenue over the last five years have been historically high driven by biotech growth, but is budgeted to be lower in FY24 at \$38 million compared to \$45 million in FY23. Changes in these trends could have a material impact on the City's budget and require trade-offs and prioritization in future budgets. We will continue to review our financial picture to ensure that we can be successful for all years to come.

We will continue to adhere to our five-year financial and capital plan, debt and reserve policies, and the City Council goals as guides in our long-term planning to maintain stability and predictability in our budgeting process.

CITY MANAGER'S BUDGET MESSAGE

FY24 Budget Summary



FY24 Operating Budget

The proposed Operating Budget of \$883,773,885 includes the following:

- The FY24 School budget is \$245,000,000 and includes a total of 1,810 full time equivalent (fte) positions (Grant and General Funds). The City increased property tax support to schools by 6.1% or \$12,610,860, to \$219,950,825.
- A total property tax levy of \$580,257,590 will support the General Fund Operating and Capital Budgets. This is an increase of \$48,796,408 or 9.2%, from the FY23 property tax levy. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of the process. In past years, the City has typically been able to use non-property tax revenues at a higher level than what is included in the budget, once the actual prior year receipts and final state aid figures were known. However, the City does not anticipate using additional non-property tax revenues or Free Cash when determining the actual tax levy this fall.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years will be used to lower the tax levy increase.
- The FY24 Budget includes \$18,800,000 in Free Cash as a revenue source. This amount includes support for Pay as You Go capital projects as well as funds to support affordable

CITY MANAGER'S BUDGET MESSAGE

housing. It is not anticipated that there will be a request to use additional Free Cash as part of the tax rate setting process in the fall.

- The FY24 budget includes a 6.6% increase in the water rate and a 5.1% increase in the sewer rate, resulting in a 5.4% increase in the combined rate, as adopted by the City Council on March 20, 2023.
- Parking Fund revenues will provide \$21.1 million to support the operating budgets of various departments, including Traffic, Parking, and Transportation, plus an additional \$2.45 million to support capital projects such as the traffic signal program, garage repairs, energy efficiency, bicycle parking, traffic calming, and safety improvements related to Vision Zero.
- The City Debt Stabilization Fund will provide \$10 million to cover debt service costs, which is lower than \$11 million used in FY23, in order to address increased debt costs.
- This budget includes a 2.5% cost of living adjustment for all non-union employees and for those unions with settled contracts, a 6.2% increase in health insurance, and a 12.1% increase related to pensions.
- The Health Claims Trust Fund is providing \$17.25 million to support the health insurance budget.
- Consistent with FY23, the FY24 Budget includes an Other Post Employment Benefit (OPEB) contribution of \$2 million.
- The FY24 Budget includes 54 new full-time positions.

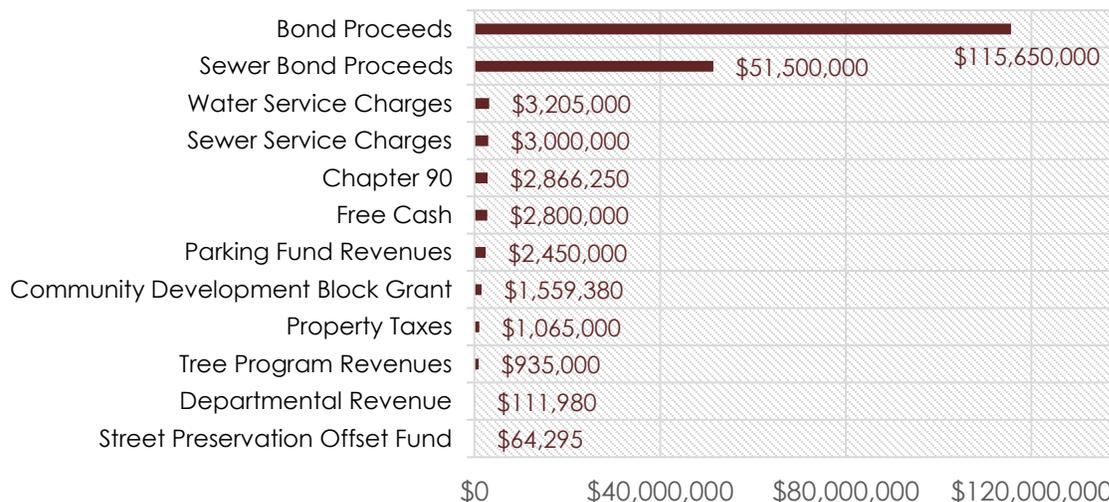
FY24 Capital Budget

The proposed Capital Budget of \$185,206,905 includes the following:

- Construction of sewer and drainage infrastructure improvements and surface enhancements in the Port neighborhood (\$30 million), River Street (\$30 million), and Massachusetts Avenue (\$50 million).
- Sewer and stormwater capital repairs (\$6 million), remedial construction (\$3 million), and climate change projects (\$500,000).
- A \$3,865,000 Pay-As-You-Go Public Investment allocation, which includes \$1.2 million in IT projects as part of the E-Gov initiative, \$1.6 million for City capital projects, and \$1.065 million for the winning Participatory Budgeting projects.
- In FY24, \$35,350,000 will be bonded to fund significant building improvements as part of the Municipal Facilities Improvement Plan, for improvements and/or upgrades to the DPW complex; City Hall façade; 689 Mass Ave building; First Street Garage elevator/stairway; several firehouses including Lafayette Square, East Cambridge, and Inman Square.
- Water service charges of \$3,205,000 to cover all water-related capital projects.
- On March 1, 2023, the City sold \$83,950,000 in General Obligation Bonds to finance capital projects such as construction of the East Grand Junction Path; Fire Station Headquarters; River Street reconstruction; street and sidewalk reconstruction; Tobin and Vassal Lane Upper School construction; and sewer reconstruction. The City's AAA bond rating allowed the City to sell these bonds at a true interest cost of 3.07%.

CITY MANAGER'S BUDGET MESSAGE

FY24 Financing Plan by Source: \$185,206,905



Significant Budget Modifications

The FY24 Operating Budget represents an \$82.3 million increase from FY23. However, \$24.5 million of this increase represents an accounting shift of affordable housing funding from the Capital Budget to the Operating Budget. The City believes this is a more appropriate financial accounting method and this does not impact the necessary tax levy for FY24. Excluding the accounting change for affordable housing, the FY24 Operating Budget is a \$57.7 million increase from FY23, or a 7.2% increase.

Other major increases include \$12.6 million of increased tax support for Schools, \$10.5 million in increased salaries and wages, \$9.9 million for new full-time positions, \$7.7 million for increase in health and pension costs, \$2.3 million for increased debt payments, and \$1.8 million for increased MWRA costs.

There were also increases in Other Ordinary Maintenance (OOM) expenses from FY23 to FY24 including funding for Salvation Army and Spaulding Center shelters (\$2.7 million), water, energy, and chemical costs for the Water Department (\$1.3 million), funding for public electrical infrastructure repairs (\$1.0 million), after school program expansion (\$450,000), rodent control (\$336,000), and various contractual increases across departments.

The City is submitting a budget that includes a large number (54) of new full-time positions that will add over \$9 million to the operating budget. Over the years, the City and Council have significantly expanded the number of programs and services within our community while staffing has not kept up with increased workload. This has been particularly the case during the pandemic where the need for new initiatives and supports has been high while fiscal constraints limited the number of positions that the City created. Supporting and maintaining new work has impacted staff capacity related to new initiatives. Key areas where we are adding staff include Human Services, Library, Traffic, Economic Opportunity, Zoning, Inspectional Services, and Housing Liaison Office.

CITY MANAGER'S BUDGET MESSAGE

We are also recognizing that a number of departments require greater resourcing to successfully advance priority work in the city:

- **Executive department leadership** is critical to addressing the complex challenges and opportunities that face us as a city. Strengthening our strategy and implementation, communications, and community engagement functions are particularly important as we seek to improve coordination with the Council and the community. This administrative team will also build a more formal structure and process for planning, implementing, and measuring outcomes across our major strategic initiatives and will contribute to better performance, transparency, and accountability.
- **Capital and building projects** represent a significant investment of dollars the City has executed on major construction projects. However, our municipal portfolio has not been adequately resourced and prudent investment in building improvements and deferred maintenance projects can save significant dollars in future years by avoiding costly problems from developing. Further, the importance of addressing decarbonization of municipal buildings will require greater internal coordination and expertise given the scope of our portfolio and the urgency of the timeline.
- **Equity and inclusion** has been an area where the City has invested significant time and effort, but where there is a need for a team to coordinate an increased commitment to building internal culture, policies, and practices that support our goals as well as engaging externally with our community to build a more just and equitable city.
- **Human Resources** is a critical function for every organization and we are proposing new positions that will support the new Chief People Officer to build best practices across recruiting, talent and performance management, compensation and benefits review. This team will also support a transition from our current paper-based processes into the digital age.
- **Community Safety** continues to be a major priority for the City, especially after the shooting and death of Arif Sayed Faisal. As we have reviewed plans for the department, the City believes that there is a need for more crisis response positions and we are building these into the budget to accommodate estimated emergency calls that can be served with an alternate non-police response.
- **Early Childhood** will oversee the roll-out and operation of our universal pre-kindergarten program, which will begin in Fall 2024 and represents one of the largest initiatives within our city over the next two years.

Conclusion

The FY24 Budget is a direct reflection of our priorities as a community, and we should all be proud of the breadth and depth of the programs that have been built over the years to make Cambridge an amazing place to live, work, and play.

This year, we have made changes to the budget process to establish greater transparency and engagement with the Council. The City worked closely with the City Council Finance Committee Co-Chairs to establish more public hearings prior to budget submission, including a Finance Committee meeting on City Council budget priorities in December, a Finance Committee meeting to review Capital budgeting in February, and a Finance Committee meeting to review the draft

CITY MANAGER'S BUDGET MESSAGE

police budget in March. An important priority is to continue to increase both Council and community input into the development of future City budgets. We are committed to improving this process going forward and will work closely with the Council to establish formal City Council goal setting and strategic prioritization, as well as greater public input and engagement.

I want to also recognize the incredible City leaders, teams, and staff members who work with excellence and dedication on behalf of our community. The passion and energy that City staff bring to work every day has been so inspiring to me, and I'm grateful for the outstanding people I get to work beside.

Finally, I'm grateful to the Mayor, Vice-Mayor, the Finance Committee co-chairs, and Councilors for their leadership and collaboration, particularly during my first year in this role. I'm honored with the trust that has been placed in me and the City leadership team, and we will continue to make every effort to build a stronger, more equitable, and thriving city for everyone.

Very truly yours,

A handwritten signature in black ink, appearing to read "Yi-An Huang". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Yi-An Huang, City Manager

CONSOLIDATED SPENDING

HOUSING AND HOMELESSNESS

Affordable Housing	Department	Amount
Affordable Housing Trust Fund - (all sources)*	CDD	\$41,105,750
CDD Housing Division	CDD	\$2,958,702
Community Development Block Grant (CDBG), Federal HOME Grant (HUD)	CDD	\$1,989,503
Historical Preservation Grants to Affordable Housing Agencies	Historical	\$250,000
Total Affordable Housing		\$46,303,955
<i>FY23 Spending and Percent Change</i>	<i>\$43,699,898</i>	<i>6%</i>
Homelessness and Housing Stability	Department	Amount
Continuum of Care (HUD Funding)	DHSP	\$6,014,872
Individual and family shelter (Salvation Army, Spaulding/Wellness Center)	DHSP	\$2,792,605
Multi Service Center	DHSP	\$1,173,920
Outreach in squares and Family and Social Justice	Police	\$1,088,171
Homelessness prevention, grants and spending	DHSP	\$1,062,900
Eviction prevention, rental assistance, legal services	DHSP	\$911,730
City Manager Housing Liaison Office	Executive	\$894,480
Staff positions and/or time dedicated to Warming Center and Transition Wellness Center	Police	\$538,000
Warming Center	DHSP	\$475,000
Transportation for homeless children	Schools (CPS)	\$318,933
Library social services	Library	\$161,325
Staff positions and/or time dedicated to housing (City/HUD)	HRC	\$121,357
Central Square BID - sharps collection	Public Works	\$64,992
Staff positions and/or time dedicated to housing and homelessness	Veterans	\$59,839
Cleaning services Portland Loo Harvard Square plus other locations for Q3 of FY24	Public Works	\$57,300
Central Square BID - maintenance of Portland Loo in Central Square	Public Works	\$50,508
Housing and shelter efforts for domestic violence survivors	Police	\$24,465
Homeless outreach, Second Chance Program	Police	\$21,048
McKinney Vento Homeless Grant	Schools (CPS)	\$15,000
Community Court	Police	\$7,016
Total Homelessness and Housing Stability		\$15,853,461
<i>FY23 Spending and Percent Change</i>	<i>\$12,752,729</i>	<i>24%</i>
FY24 Total Affordable Housing & Homelessness		\$62,157,416
<i>FY23 Spending and Percent Change</i>	<i>\$56,452,627</i>	<i>10%</i>

*Estimated for FY24 assuming 80% CPA allocation to affordable housing

CONSOLIDATED SPENDING

EARLY CHILDHOOD

Early Childhood Programs	Department	Amount
Baby U/Center for Families	DHSP	\$1,472,675
Branch libraries: early childhood programs, services, and outreach	Library	\$612,290
Main Library: early childhood programs, services, and outreach	Library	\$587,020
Junior Kindergarten Summer & Afterschool	DHSP	\$477,310
2/3 Funding for Community Engagement Team (CET)	DHSP	\$432,825
Home Based Early Childhood Program	Schools (CPS)	\$285,605
Coordinated Family & Community Engagement Grant	Schools (CPS)	\$250,000
Lead Teacher Early Childhood (2)	Schools (CPS)	\$245,450
School Lunch/ Breakfast Program	DHSP	\$160,000
Executive Director, Early Childhood	Schools (CPS)	\$153,330
Teacher Early Education and Care	Schools (CPS)	\$115,135
Early childhood collections and resources (system-wide)	Library	\$89,000
First Steps	Schools (CPS)	\$50,675
IDEA Early Childhood allocation	Schools (CPS)	\$50,000
Building maintenance for childcare facilities	Public Works	\$50,000
Total Early Childhood Program		\$5,031,315
<i>FY23 Spending and Percent Change</i>	<i>\$4,399,990</i>	<i>14%</i>
Universal Pre-Kindergarten	Department	Amount
Universal Pre-K Stabilization Fund for FY25	DHSP	\$10,000,000
Office of Early Childhood (Formerly Birth to Third Grade Partnership)	DHSP	\$7,367,590
Preschool (City only)	DHSP	\$5,135,355
Rindge Pre K interior fit out	Public Works	\$5,050,000
Special Start Program	Schools (CPS)	\$3,482,890
Cambridge Public Schools Junior Kindergarten	Schools (CPS)	\$2,226,080
Tobin Montessori Children's House Program	Schools (CPS)	\$577,495
Mental Health Support - Community Preschools	DHSP	\$407,150
Fletcher Maynard Academy Preschool	Schools (CPS)	\$159,160
Total Universal Pre-Kindergarten		\$34,405,720
<i>FY23 Spending and Percent Change</i>	<i>\$17,492,075</i>	<i>97%</i>
FY24 Total Early Childhood		\$39,437,035
<i>FY23 Spending and Percent Change</i>	<i>\$21,892,065</i>	<i>80%</i>

CONSOLIDATED SPENDING

SUSTAINABILITY

Climate Net Zero	Department	Amount
Net Zero Emissions – Municipal Building Capital improvements	Public Works/ Schools (CPS)	\$9,450,000
CDD Environmental Division	CDD	\$1,036,920
Clean Fleet Program/EV Charging Stations	Public Works/ CDD	\$2,280,015
Net Zero Emissions	Public Works	\$2,252,290
Net Zero Emissions - BEUDO Support and Implementation	CDD	\$2,000,000
Staff positions and/or time dedicated to sustainability	CDD	\$1,401,725
Total Climate Net Zero		\$18,420,950
<i>FY23 Spending and Percent Change</i>	<i>\$14,506,500</i>	<i>27%</i>
Climate Resilience	Department	Amount
Climate Change - Sewer/Stormwater (The Port, River St., Mass Ave.)	Public Works	\$42,500,000
Climate Change - Engineering Division	Public Works	\$3,031,785
Longfellow roof and roof drains replacement	Schools (CPS)	\$1,000,000
Climate Change - Capital improvements	Public Works	\$500,000
Total Climate Resilience		\$47,031,785
<i>FY23 Spending and Percent Change</i>	<i>\$43,995,000</i>	<i>7%</i>
Open Space	Department	Amount
Park and Cemetery Maintenance	Public Works	\$7,905,630
Open Space projects - Peabody School, Raymond Park	CDD	\$2,500,000
Open Space projects - CPA*	CDD	\$2,057,500
Danehy Park Maintenance and Improvements	DHSP/Public Works	\$700,000
Total Open Space		\$13,163,130
<i>FY23 Spending and Percent Change</i>	<i>\$20,644,820</i>	<i>-36%</i>
Zero Waste	Department	Amount
Zero Waste	Public Works	\$7,552,130
Participatory Budgeting - Smart recycling and trash compactors	Public Works	\$40,000
Total Zero Waste		\$7,592,130
<i>FY23 Spending and Percent Change</i>	<i>\$7,328,632</i>	<i>4%</i>
Urban Forestry	Department	Amount
Urban Forestry operating and capital	Public Works	\$3,965,720
Participatory Budgeting - Trees for Danehy Park and Cambridge	Public Works	\$100,000
Participatory Budgeting - E-cargo bikes for watering trees	Public Works	\$25,000
Total Zero Waste		\$4,090,720
<i>FY23 Spending and Percent Change</i>	<i>\$3,198,250</i>	<i>28%</i>
FY24 Total Sustainability		\$90,298,715
<i>FY23 Spending and Percent Change</i>	<i>\$89,673,203</i>	<i>1%</i>

*Estimated for FY24 assuming 10% CPA allocation to open space

CONSOLIDATED SPENDING

VISION ZERO / TRAFFIC SAFETY

Programs & Planning	Department	Amount
Traffic Enforcement Unit	Police	\$3,857,530
Operating budget dedicated to Vision Zero / traffic safety	TPT	\$2,137,905
CDD Transportation Division	CDD	\$2,227,300
Street Patching and Sidewalk Shaving Contracts	Public Works	\$1,048,300
Capital improvement projects	TPT	\$1,000,000
School Crossing Guards	Police	\$638,695
CDD Vision Zero traffic safety capital expenditures	CDD	\$375,000
Staff positions and/or time dedicated to Vision Zero / traffic safety	Public Works	\$327,050
eBikes for Bluebikes	CDD	\$300,000
FY24 Participatory Budgeting - Safer Crossings for Pedestrians	TPT	\$180,000
Traffic Analyst	Police	\$118,090
Traffic enforcement / pedestrian and bike safety grants	Police	\$64,950
Driver training programs	Public Works	\$53,000
Total Programs & Planning		\$12,327,820
<i>FY23 Spending and Percent Change</i>	<i>\$10,309,886</i>	<i>20%</i>
Infrastructure Projects	Department	Amount
Mass. Ave reconstruction - Cycling Safety Ordinance (CSO)	Public Works	\$37,500,000
Complete Streets construction projects	Public Works	\$13,964,525
Street/Sidewalk Reconstruction in The Port/River St	Public Works	\$15,000,000
Capital improvement projects (CSO)	TPT	\$2,849,000
Operating funds dedicated to Vision Zero / traffic safety (CSO)	TPT	\$1,267,980
Total Infrastructure Projects		\$70,581,505
<i>FY23 Spending and Percent Change</i>	<i>\$32,799,629</i>	<i>115%</i>
FY24 Total Vision Zero & Traffic Safety		\$82,909,325
<i>FY23 Spending and Percent Change</i>	<i>\$43,109,515</i>	<i>92%</i>

CONSOLIDATED SPENDING

ANTI-BIAS / DIVERSITY TRAINING AND PROGRAMS

Anti-Racism, Equity, and Inclusion training and programs	Department	Amount
Office of Equity, Inclusion & Belonging: Equity/Cultural Proficiency	Schools (CPS)	\$1,596,035
Office of Equity and Inclusion	Executive	\$1,355,165
Becoming A Man; Working on Womanhood; Educator Pathway Program	Schools (CPS)	\$571,530
Staff positions and/or time dedicated to anti-bias / diversity	Schools (CPS)	\$557,995
Office of Procedural Justice	Police	\$477,995
Data analysis and CALEA Accreditation	Police	\$300,000
Staff positions and/or time dedicated to anti-bias / diversity	DHSP	\$220,000
Training programs	HR	\$200,000
Staff positions/time and supplies	HR	\$155,000
Trainings and complaint resolution	Police	\$146,845
Staff positions and/or time dedicated to anti-bias / diversity	HRC	\$142,030
Staff positions and/or time dedicated to anti-bias / diversity	Library	\$111,170
Race and equity training and consultants	DHSP	\$110,000
Equity, inclusion, and anti-racism training	CDD	\$75,000
Equity, Diversity, and Inclusion consultants, trainers, guest speakers	Library	\$73,500
City Manager's Office Diversity Budget	Executive	\$44,295
Anti-bias training for employees and staff time	ECC	\$18,200
ARIE Action Learning Teams	CDD	\$10,000
LGBTQ+ Commission	HRC	\$6,000
Translation services	Mayor	\$5,000
FY24 Total Anti-Racism, Equity and Inclusion Training and Programs Expenditures		\$6,175,760
<i>FY23 Spending and Percent Change</i>	<i>\$5,676,555</i>	<i>9%</i>

SIGNIFICANT BUDGET MODIFICATIONS

Description	Department	Cost
Shift Affordable Housing Funding to Operating		
To provide funding for the Affordable Housing Trust (previously funded through Capital Budget), with \$1.7m increase	CDD	\$24,645,750
Total Shift Affordable Housing Funding to Operating		\$24,645,750
Schools (CPS)		
Increase in tax support for the School Department	Schools (CPS)	\$12,610,860
Total Schools (CPS)		\$12,610,860
Salary, Wages, and Benefit Increases		
Salary increases (2.5% COLA, step/longevity increases, etc.)	All Depts	\$10,475,064
New positions	Various	\$9,989,703
Health, pension & Medicare costs	All Depts	\$7,746,149
Total Salary, Wages, and Benefit Increases		\$28,210,916
Contractual Increases		
Increase in debt payments per debt service schedule	Debt	\$2,319,325
Increase in MWRA allocation	MWRA	\$1,809,935
Contractual increase	Cambridge Health Alliance	\$566,000
Total Contractual Increases		\$4,695,260
Operations increases		
To provide funding for Salvation Army shelter and Spaulding Center	DHSP	\$2,663,305
Water energy and chemical cost increases	Water	\$1,265,350
To provide funding for public electric infrastructure remedial repairs and replacement	Public Works	\$1,000,000
To provide funding for sewer operations which were previously funded through capital projects	Public Works	\$989,948
Public Works contractual increases	Public Works	\$734,715
Contractual program increases (BID, MBTA, food)	Finance	\$484,845
To provide funding for Afterschool Program expansion	DHSP	\$450,000
DHSP contractual program increases	DHSP	\$431,800
To provide funding for increased software and license costs	IT	\$408,000
To provide funding for rodent control services	Inspectional Services	\$336,000
To provide additional funding for supplies and management of the Summer Food Program	DHSP	\$230,000
To provide funding for early and mail in voting	Election Comm.	\$195,495
To provide funding for public area recycling contract	Public Works	\$150,000
To provide funding for the SmartBox rodent control program	Public Works	\$150,000

SIGNIFICANT BUDGET MODIFICATIONS

Description	Department	Cost
To provide funding for workers compensation administrative services	Human Resources	\$125,000
To provide additional funding for the street cleaning program	Public Works	\$100,000
To provide funding for additional meeting and production support	Cable	\$100,000
To provide funding for board and commission stipends	Executive	\$91,000
To provide funding for a compensation study	Human Resources	\$75,000
To provide funding for climate change initiatives	CDD	\$75,000
To provide funding for uniform rental	Public Works	\$60,450
To provide additional funding for building maintenance	Public Works	\$56,500
To provide additional funding for park maintenance	Public Works	\$54,000
To provide funding for specialized recruitment	Human Resources	\$50,000
To provide funding to support the purchase of electric vehicles.	Fire	\$50,000
To provide for increased costs for contracted services for professional, legal, and field work related to assessing activities.	Finance - Assessing	\$50,000
To provide additional funding for the operation and maintenance of EV charging stations	Public Works	\$40,000
To provide funding for an apprenticeship program	Inspectional Services	\$37,050
To provide funding for a PT Research Associate	Executive	\$33,638
To provide additional for Anti Bias training	Executive	\$30,000
Other contractual increases	Various	\$1,642,133
Total Operations Increases		\$12,159,229
TOTAL FY23 TO FY24 INCREASE		\$82,322,015
<i>FY23 TO FY24 INCREASE EXCLUDING AFFORDABLE HOUSING</i>		<i>\$57,676,265</i>

SIGNIFICANT BUDGET MODIFICATIONS

Description	Department	New Position(s)	Cost
Executive			
Chief of Strategy and Implementation	Executive	1	\$275,061
Emergency Management Director	Executive	1	\$252,059
Director of Community Engagement	Executive	1	\$238,551
Strategy Manager	Executive	1	\$194,111
Internal Communications Manager	Executive	1	\$178,328
Executive Assistant to the City Manager	Executive	1	\$169,875
Housing Intensive Case Manager	Executive	1	\$146,211
Total Executive		7	\$1,454,196
Equity and Inclusion			
Equity and Inclusion Investigator	Executive	1	\$144,134
Internal Engagement Program Manager	Executive	1	\$143,295
Total Equity and Inclusion		2	\$287,429
Sewer Infrastructure			
Community Relations position	Public Works	1	\$150,659
Engineer position	Public Works	1	\$182,166
Motor Equipment Repair Persons	Public Works	2	\$259,466
Total Sewer Infrastructure		4	\$592,291
Operations			
Senior Architect	Inspectional Services	1	\$187,930
Traffic Engineer	Traffic, Parking & Transportation	1	\$169,129
Adjudication Hearing Officer	Traffic, Parking & Transportation	1	\$164,732
Total Operations		3	\$521,791
Capital and Facilities Planning			
Facilities Director	Capital Building Projects	1	\$286,817
Director of Construction	Capital Building Projects	1	\$259,336
Assistant Director for System Performance and Turnover	Capital Building Projects	1	\$251,643
Director of Design	Capital Building Projects	1	\$247,793
Senior Capital Project Manager	Capital Building Projects	1	\$191,274
Director of Planning and Administration	Capital Building Projects	1	\$171,230
Office Manager (Half-year)	Capital Building Projects		\$78,037
Community Relations Manager (Half-year)	Capital Building Projects		\$77,833
Total Capital and Facilities Planning		6	\$1,564,413

SIGNIFICANT BUDGET MODIFICATIONS

Description	Department	New Position(s)	Cost
Human Resources			
Chief People Officer	Human Resources	1	\$296,060
Training and Development Specialist	Human Resources	1	\$150,659
Benefits Customer Service Representative	Human Resources	1	\$141,463
Employee Relations Specialist	Human Resources	1	\$131,773
Total Human Resources		4	\$719,955
Community Safety			
Two Crisis Response Specialists	Community Safety	2	\$277,120
Administrative Coordinator	Community Safety	1	\$131,307
Data Analyst	Community Safety	1	\$130,082
Total Community Safety		4	\$538,509
Fire			
Six Firefighters	Fire	6	\$1,112,418
Total Fire		6	\$1,112,418
Community Development			
Transportation Planner	CDD	1	\$178,200
BEUDO Associate Planner	CDD	1	\$160,754
Economic Opportunity Specialist	CDD	1	\$160,754
Zoning Planner	CDD	1	\$160,754
Total Community Development		4	\$660,462
Human Service Programs			
Universal Pre-K Program	DHSP	6	\$1,154,893
Assistant Director for Strategy	DHSP	1	\$195,645
Director of Homelessness and Housing Stability	DHSP	1	\$195,645
Director of Fiscal and HR	DHSP	1	\$195,645
Director of Community Engagement and Family Support	DHSP	1	\$195,645
Green Jobs Specialist	DHSP	1	\$136,331
Total Human Service Programs		11	\$2,073,804
Library			
Manager of Branch Services	Library	1	\$171,996
IT Senior Technician	Library	1	\$146,997
Digital Equity Coordinator	Library	1	\$145,442
Total Library		3	\$464,435
TOTAL		54	\$9,989,703

CITY COUNCIL GOALS

The following chart is intended to provide a very general overview of how the Operating Budget reflects the City Council goals. The chart includes a listing of the 12 goals and corresponding icons, as well as budgeted funds for each of the goals, which is based on an analysis of how operating funds for each department are anticipated to be used in FY24. The information does not reflect instances in which specific work items within a department might correspond with more than one goal. The chart also does not include capital expenditures.

ICON	GOAL	BUDGETED FUNDS
	1. Increase access to affordable housing for all income groups.	\$40,938,630*
	2. Ensure that Cambridge offers economic and educational opportunity to all.	\$358,860,215
	3. Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.	\$78,883,150
	4. Expand and deepen community engagement.	\$35,006,070
	5. Develop more proactive, inclusive, and transparent city planning process.	\$8,187,865
	6. Make it easy to move safely through the City, especially by sustainable modes of transportation.	\$27,759,465
	7. Increase opportunities for all residents to enjoy the City's open spaces.	\$24,901,805
	8. Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.	\$19,887,700
	9. Improve Council's capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.	\$10,020,560
	10. Ensure City's budget allocates resources responsibly and responsively.	\$76,825,345
	11. Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge's core values.	\$183,786,950
	12. Eliminate bias within the City workplace and wider community.	\$18,716,130
Total Budget		\$883,773,885

*Does not include \$16.5 million in CPA funding anticipated in FY24

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

The City Manager, in partnership with department leaders and our workforce, collaborates to shape a government and City where every resident has the necessary resources and services to thrive while reducing disparities and increasing outcomes for all. To this end, we are intentional about cultivating an environment of trust, developing inclusive workplace and community engagement practices, and applying an antiracism, equity, and inclusion lens to our decisions, policies, and business practices.

The following information highlights initiatives in the Executive Office, Human Resources Department, Department of Human Service Programs, Library, Community Development Department, and the Cambridge Police Department.

EXECUTIVE OFFICE

The Cambridge Antiracism, Equity & Inclusion strategy is an internal effort aimed at promoting racial equity and creating positive outcomes for the residents and employees of the city. By addressing the historical factors that have fueled inequity and exclusion, such as systemic racism and other forms of oppression, the initiative aims to advance access, equity, and inclusion in the workplace and the community. We will achieve this through effective equity and inclusion strategies, policy development, and service delivery. Ultimately, we are working towards building a community where equity is our foundation and inclusion is represented in our intentional actions. Since 2017, the City administration has worked collaboratively and intentionally to increase equity, access and inclusion for the workplace and community. Recent accomplishments include:

Cambridge Antiracism, Equity, And Inclusion (CAEI) Cohort Learning: Building on the established CAEI Core Leadership Beliefs and Expectations and our collective understanding of systemic racism and oppression we accomplished the following:

- Designed and delivered twelve Cohort learning sessions to deepen the antiracism, equity, and inclusion knowledge and skill of over eighty members of City leadership.

Antiracism, Diversity Equity And Inclusion (ADEI) Employee Learning: Leveraging the established CAEI Core Leadership Beliefs and Expectation and our collective understanding of systemic racism and oppression learning opportunities were delivered to employees to model and practice equity and inclusion in the workplace. In addition to monthly Valuing Antiracism, Diversity Equity and Inclusion training for new employees, the Office of Equity and Inclusion partnered to deliver:

- Coaching for Results, a four-part learning series to twenty-four city leaders. Participants invest approximately 40 hours of virtual classroom learning and pre-and post-work practice to develop and begin honing the skills to facilitate coaching equitable and inclusive conversations that yield mutual results.
- Writing in Plain Language virtual learning classes to employees at all levels across all City departments. Partners from the Human Rights Commission and the Family Policy Council facilitate skill building focused on writing skills and practices to advance equity and communicate more effectively and inclusively with our internal and external community. To date over one hundred employees have completed this training.
- To manage perfectionism and urgency to patterns of dominance that plague organizations we partnered with the Personnel Department to delivery an 8-part Time Management and Organizational Development series forced on prioritizing expectations, getting organized,

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

and using technology more efficiently to meet expectations and increase productivity. This first-time offering averages 15 participants per session.

Recruitment, Hiring and Promotion Project: The Recruitment, Hiring, and Promotion Project formally aligns the City’s recruitment, hiring and promotion policies and practices to support our antiracism, diversity, equity, and inclusion goals. Over the past fiscal year, we accomplished the following:

- Designed a job description template through an antiracism, equity, and inclusion lens for use by all City departments posting new positions.
- Hosted multiple learning sessions providing participant coaching on how to write equitable and inclusive job descriptions by applying an equity and inclusion lens. Participants received support materials including a *Ten Best Practices for Writing Job Descriptions* job aid.
- Supported the Human Resources Department in the launching of the City’s applicant tracking system including applicant notifications and defining the hiring disposition codes for the Taleo Applicant Tracking system.

In FY24, the Office of Equity and Inclusion (OEI), under the leadership of a new Chief of Equity and Inclusion, will add additional staff to:

- Increase education and awareness and optimization of equity and inclusion across all aspects of city workforce engagement and city services including:
 - Collaborate with the City’s ADA Coordinator and the Human Resources Department to establish a City Accessibility and Reasonable Accommodation policy, implementation process, and measures.
 - Partner with City community engagement resources to design training and resources to develop the community engagement skills and competencies of City employees.
- Establish a discrimination, harassment, and retaliation policy and supporting complaint and investigations process to provide timely, fair, and objective responses to employee complaints and concerns of discrimination, harassment, and retaliation.
- Deepen its collaboration with department stakeholders and external partners to build and reinforce antiracism, equity, and inclusion best practices in the City’s recruitment, hiring, and promotions processes.

Equity and Inclusion Framework

To accomplish this, OEI will leverage a strategic equity and inclusion framework to advance diversity, equity, and inclusion across the City workplace and community.

- ❖ **Engagement:** Build stronger inclusive connections and collaborations in the workforce and community to ensure inclusive and equitable planning and implementation of City policies, programs, and services.
- ❖ **Anti-Racism, Equity, and Inclusion Strategy Filter:** Leverage a repeatable decision strategy for the development, evaluation, and implementation of internal city policies, practices, and key decisions to ensure alignment with our values of Anti-racism, Equity, and Inclusion.

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

- ❖ **Education:** Develop and evolve the Cambridge Antiracism, Equity, and Inclusion leadership and employee learning strategies to continuously supports the growth, skill-building, and development of all City employees to cultivate an environment which reflects values of equity and inclusion in our workplace and service delivery.
- ❖ **Data Analytics:** Use data to increase transparent accountability. Develop baselines, set goals, and measure progress towards goals of programmatic and policy changes.

HUMAN RESOURCES DEPARTMENT

The work on the Antiracism, Diversity, Equity and Inclusion Comprehensive Learning Plan is continuing with the delivery of the Coaching with Results, a four-week series immersed in equity and inclusion principles designed for City leaders who have direct reports. It is delivered so that attendees will learn and practice skills to develop their ability to coach their teams more effectively. Writing in Plain Language virtual learning classes were delivered to employees at all levels across all City departments. The training focuses on writing skills and practices to advance equity and communicate more effectively and inclusively with the internal and external community.

Human Resources staff worked with City departments to implement best practices in advancing diversity, equity and inclusion principles in position descriptions. This included a focus on delineating minimum qualifications (knowledge, skills and abilities, including licensure and education) from those that are preferred in order to ensure the position's minimum requirements are necessary to do the job. Attention to diversity-encouraging and inclusive language as well as gender-neutral and gender-inclusive language was also emphasized.

Finally, in work that will continue into FY24, the department is rolling out its new online Applicant Tracking System (ATS). The new ATS system enables departments to receive employment applications online at the time of filing and allows for greater data collection and analysis of applicant pools, candidate interview trends, and recruitment source metrics.

DEPARTMENT OF HUMAN SERVICE PROGRAMS

The Department of Human Services Programs (DHSP) began its work on equity and inclusion in the 1990's with a focus on reading groups, multicultural celebrations and diversity training. A significant catalyst for change to a more explicit focus on anti-racism came about because of the work of the Department's Community Engagement Team and its Shine the Light events on race and the African American Community. Their work led the Department to look more explicitly at the impact of racism within DHSP. A steering committee of staff from across the department worked to envision a racial equity process and a set of guiding principles for the work. Guided by a consultant who was subsequently hired to support the city's overall anti-racism equity and inclusion work, the steering committee refined its design and guiding principles and worked across the department to implement key strategies.

The vision is to eliminate racism within the Department. The key strategies DHSP has been working on are to: 1) expand, create and enhance learning and skill-building opportunities for all staff to eliminate racism; 2) build capacity of all staff to take leadership in eliminating racism; 3) ensure that the Department's internal systems and policies support the elimination of racism; and 4) cultivate a culture where staff openly communicate about race.

Since 2018, the Department has provided 2 days of training to all new full-time staff on identity and structural racism. Although this training was not offered during the height of the pandemic, by FY23 over 50 staff were able to participate in the training and it will be offered again early in

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

FY24. In FY22, the Department rolled out affinity groups for staff based on their racial identity. In FY23, additional staff were able to join the existing groups. For FY24, the department will work with consultants to support staff who are interested in becoming Affinity Stewards so that there can be internal facilitators for continuing affinity groups. The Department has continued to promote its monthly Drop Everything and Learn (DEAL) activities. Each month there is a reading or a video with prompts for discussion. Many programs use the activities as a focus in staff meetings or other small gatherings. DEAL is designed to encourage staff to explicitly reflect on and engage in conversations with colleagues about race, equity, and identity.

In FY24, the Department will enhance its efforts to focus on departmental policies and practices, especially hiring, supervision and promotion to ensure that those policies and practices are consistent with anti-racism efforts. The efforts over the years have diversified the department's professional staff and leadership and continued attention and improvement in practices is critical. Of the Department's full-time staff, 49% are people of color with 30% identifying as Black or African American. Today, 50% of the Department's professional staff are people of color compared with just 35% in 2009. The work to eliminate racism is an important part of the Department's work and is critical to the successful delivery of services to diverse city residents.

LIBRARY

Anti-racism, equity and inclusion work is a priority for the Cambridge Public Library. The Library's strategic plan acknowledges the systemic inequities that have shaped society and commits to take intentional action to create more equitable outcomes. In October 2020, the Library launched an anti-racism initiative to support the City's goals of dismantling institutional structures, beliefs and behaviors that perpetuate inequity based on race. The initiative's purpose is to build an anti-racism, equity, and inclusion environment and culture at the Library.

The Library's staff-led Anti-Racism Task Force brings together employees from a broad range of departments and positions. In FY23, the Task Force worked on communications about the work of the Task Force and to highlight related events. In addition, the Task Force worked on outreach, hosted a staff book discussion, invited two trans poets to read as part of the Library's National Poetry Week celebration, and prepared drafts of a land acknowledgement with the assistance of North American Indian Center of Boston and the UMass Boston Institute for New England Native American Studies. In FY24, the Task Force's activities will focus on integrating anti-racism into library work through programming, serving as a bridge between staff and the community by providing programs and experiences that will create engagement opportunities with patrons and staff.

Formal and informal learning sessions have also been vital components of the Library's anti-racism efforts. The Library hosted three anti-racism learning sessions for managerial leaders to build their capacity to create an anti-racism, equity, and inclusion culture. Topics have included communication skills, authentic dialogue, recurring non-blameful feedback, and allyship. Staff have also participated in self-directed learning both individually and with peers. Learning sessions for staff will continue in FY24.

A key part of the Library's public-facing work is the unique social work services offered to the community. In 2021, the Library welcomed for the first time a licensed social worker to head the Social Work program with a team of interns from local universities, headquartered at the Central Square Branch. This program has a mission to "provide everyone with equitable opportunities to access resources and support," and represented a large step towards supporting vulnerable and

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underserved patrons beyond the ways typically offered by a public library. The program offers patrons the free opportunity to meet privately with a social worker, who then can provide referrals to area agencies addressing a wide range of issues, including food and housing insecurity, financial assistance, addiction and mental health services, job loss, and employment. In FY22, the Library became a placement site for Social Work Interns from area colleges and universities which allowed for expanded service offerings to patrons. In FY23, the Social Work team offered drop-in hours for housing-related inquiries, in partnership with other city housing resources, such as the Cambridge Housing Authority. The Social Work Team also continues to offer several pieces of training available for both staff and community members, including Mental Health First Aid and Verbal De-escalation.

Throughout the initiative, the Library's Administrative leadership has established and communicated that anti-racism is a library priority. Leadership meets regularly to set the overall direction of the library's anti-racism efforts, check on progress, set the agenda for upcoming learning sessions, and identify organizational needs and opportunities. During FY23 work included initiative oversight, staff learning opportunities, and continued efforts to recruit, hire, and promote a diverse workforce. This work will continue into FY24.

COMMUNITY DEVELOPMENT DEPARTMENT

In its effort to support the overall health and quality of life in Cambridge, the Community Development Department (CDD) seeks to build community and establish connections among and between a broad spectrum of stakeholders: its work is held within the larger framework of Anti-racism, Equity, and Inclusion. To be effective, the Department's internal work culture must reflect the same level of commitment to the principles applied when working with a diverse constituency on issues that profoundly impact daily life and shape the future of Cambridge.

In FY23, CDD continued its department-wide work on equity, inclusion, and anti-racism both internally and externally. Through action learning teams, department staff are exploring ways to incorporate these principles into departmental practices and its approach to planning and program delivery. This initiative will continue into FY24 to address identified topics and priorities. The first action learning team, focused on internal practices and operation of CDD, has been rolling out more accessible and useful digital resources, providing clarity around work processes for all staff, and making it easier to share information. This team will continue to look at equitable administration practices, formal and informal, and how CDD staff interact with each other. A second team, launched in FY23, is outward-looking, focused on equitable planning and program delivery in the community, and consistency across the department. More broadly, CDD began implementation of intentional work toward the Envision Cambridge goal of racial equity.

To build internal and external cultural competency around related topics, CDD will continue to extend its two-pronged approach as it implements a departmentwide strategy for inclusive engagement. The CDD Community Engagement Team (CET), a team of part-time outreach workers responsible for direct engagement with under-represented communities on issues related to CDD's work, became fully operational in FY23. After developing an outreach handbook and conducting staff trainings, the CET began collaborations with project and program staff across CDD, designing targeted outreach for a broad range of initiatives. Activities have included focus groups, flyer distribution, and direct interaction with individuals and groups. CDD will further deepen its commitment to equity and inclusion as its community engagement manager and outreach team work throughout the city, prioritizing social equity and community resilience.

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Specific activities geared toward racial equity in FY24 include work on a range of efforts to better support women- and minority-owned businesses in collaboration with the Black, Indigenous, People of Color (BIPOC) Business Advisory Committee, which has been instrumental to implementing new outreach and programs. The Committee's membership expanded in FY23, and CDD will continue this successful collaborative work in FY24. Having completed a disparity study in FY23, City staff will review consultant recommendations related to City of Cambridge procurement of goods and services, and identify ways to catalyze opportunities for minority-, women-, and veteran-owned businesses to do business, or contract, with the City. CDD is planning to host a procurement event in FY24, connecting Cambridge's larger institutions and companies with local BIPOC, women, LGTBQ+, and veteran owned businesses to increase diverse procurement practices. Other initiatives related to transportation, sustainability, affordable housing, and zoning will move forward with a focus on equity and inclusion, ensuring that all voices are respectfully heard, that diverse needs are recognized, and that benefits and amenities are broadly accessible.

CAMBRIDGE POLICE DEPARTMENT

The Cambridge Police Department strives to reflect the community it serves. The Department's initiatives are thoughtful, purposeful, collaborative and developed through the lens of Anti-racism, Diversity, Equity and Inclusion.

In 2023, under the leadership of Commissioner Elow an advisory group comprised of diverse dedicated community stakeholders and subject matter experts was invited to lend their skills, guidance, and knowledge to collaborate and help inform decision-making with respect to CPD's policies and practices. The mission of the group is to provide thoughtful sound strategic planning guidance to help enhance public trust, enhance the quality of police-interactions and community relationships, with a strong focus on procedural justice and legitimacy, bias reduction, and racial reconciliation. The group includes members of the faith community, non-profit groups, and community service providers. To accomplish its goals the group meets monthly and reviews case study examples and policies, evaluates areas of opportunity and growth through reflective and engaging discussions.

Through intentional planning, the Department has developed enhanced community engagement efforts in partnership with community groups such as the Cambridge Housing Authority (CHA) and others, with the goal of reaching a broad and diverse audience in the city. One example is plans for expanded Game Night programming across various CHA properties. Launched in the summer of 2022 CPD Game Night is a community engagement program designed to help residents to strengthen relationships with one another and with the Cambridge Police Department. In collaboration with Newtowne Court and Washington Elms tenant councils on Monday and Wednesday nights, residents and officers participated in various activities such as board games, sports and music. Residents have the opportunity to get to know officers in their own community.

In partnership with the Cambridge Public School (CPS) and Charter Schools the CPD established a Youth Advisory Board to provide mentorship, relationship building and community organizing skills to youth beginning in the 8th Grade. Topics of discussion include race and ethnicity, empowerment of black leaders and inventors, anti-bullying, gender identity, and community development. Youth participating in the program reflect diverse a cross section of the community

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

with a goal to break down barriers to communication while also providing a pathway to a potential career in public safety.

In FY23 the Department worked to refresh its partnerships with the faith community and in October 2022 held a “Creating Connections” event, designed to bring faith partners and public safety together to participate in important dialogue. The event was attended by over 100 people from various faiths. The Department plans on expanding this programming into FY24 and beyond.

The Department, through its Family Justice Group (FJG) works closely with other law enforcement agencies and community partners to identify youth in need of services and may make referrals to the Safety Net Collaborative (juvenile diversion program). This program has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system, resulting in a significant reduction in juvenile arrests over a number of years. FJG is comprised of Youth Resource Officers (YROs) who are assigned to public schools and youth centers to provide daily contact for students, staff, and parents. The FJG also includes juvenile detectives who investigate crimes by juveniles with the goal of diversion to prevent recidivism and promote rehabilitation. The City of Cambridge Police and Behavioral Health Integration Model prepares officers to divert youth when appropriate, intervene with youth with behavioral health conditions, and collaborate with service providers. In this model, the officer acts in a case management capacity to use the first point of contact with law enforcement as an opportunity to engage community supports rather than the juvenile justice system. The Department’s diversionary efforts were expanded through the Emerging Adult Diversion Program aimed at diverting youth aged 18-26. CPD partners with the Middlesex DA’s office to offer diversion to Emerging Adults who have committed prosecutable offenses in an attempt to link them with supports and services (e.g., employment, housing, mental health) that will address the issues that brought them into contact with the police. This diversionary process helps Emerging Adults to avoid criminal charges that could present barriers to future employment or housing opportunities.

Internally, the Department conducted an employee survey in 2022. As a result, a series of internal advisory groups were created with membership across the department. The aim is to address some the key areas of opportunity identified in the survey results through an inclusive and reflective lens. The internal advisory groups demonstrate the importance of leadership recognizing that it must embody the principles of introspection, diversity equity and inclusion, if it is asking the same of its members.

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

RACIAL AND ECONOMIC EQUITY EXPENDITURES

Equity, diversity, inclusion, antibias, and antiracism are recognized as not only key City Council and community priorities, but also as an important overarching theme to consider in terms of programming and services provided by the City. The following section provides additional information on how City resources are allocated through a race and equity lens, as well as expenditures on City programs and services intended for the City's most vulnerable residents, particularly regarding race and income.

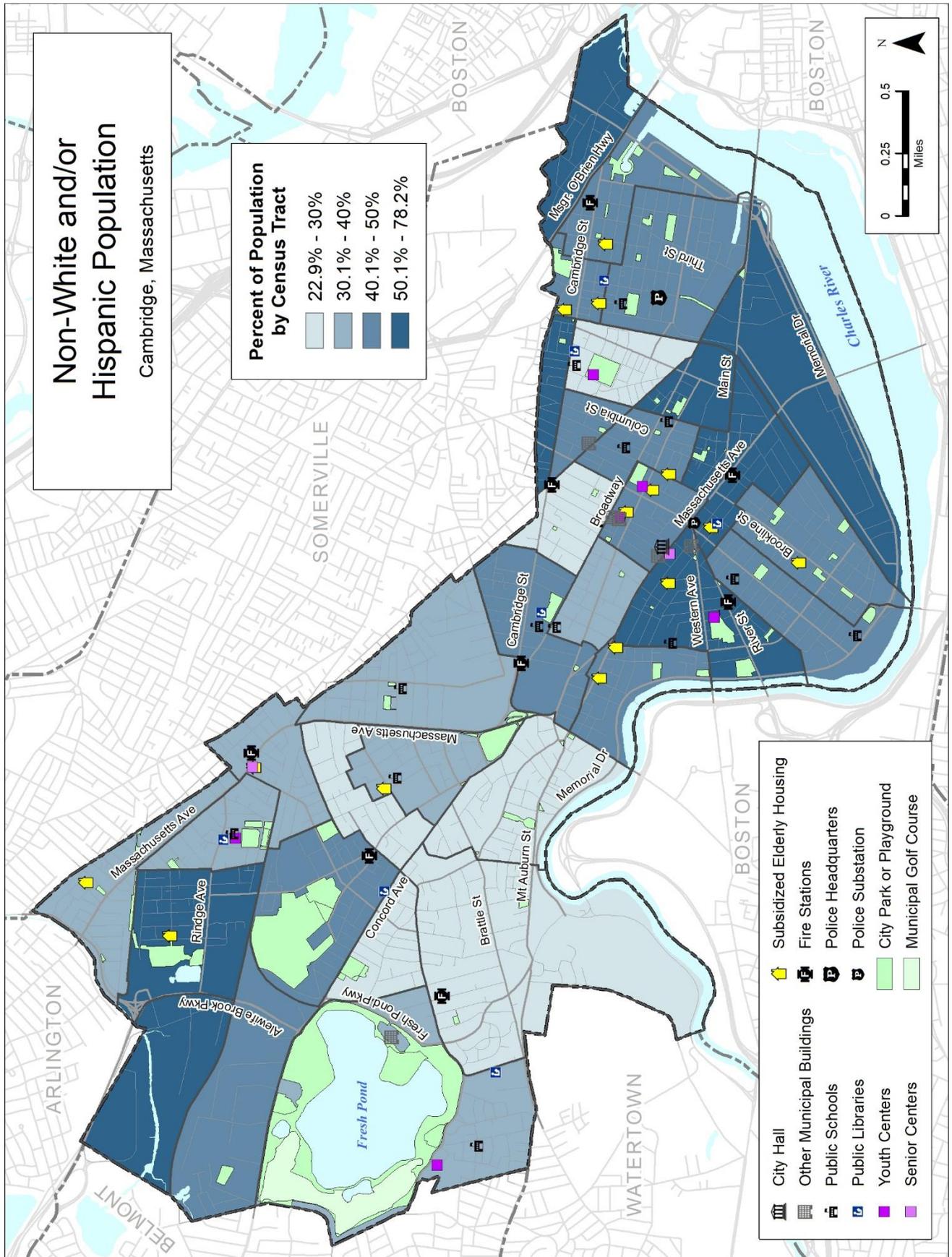
A significant portion of the City's FY24 budgeted operating and capital expenditures in combination with several Federal and state grants, support projects, programs and services that have a direct impact on racial and economic equity. For FY24, over \$104 million is anticipated to be expended on these efforts.

The chart on the following pages highlights these expenditures by department similar to the previous consolidated spending section. However, the information is further grouped to show the types of expenditures (e.g. salaries, consultants/contracts; programs /materials; capital; grants/direct support).

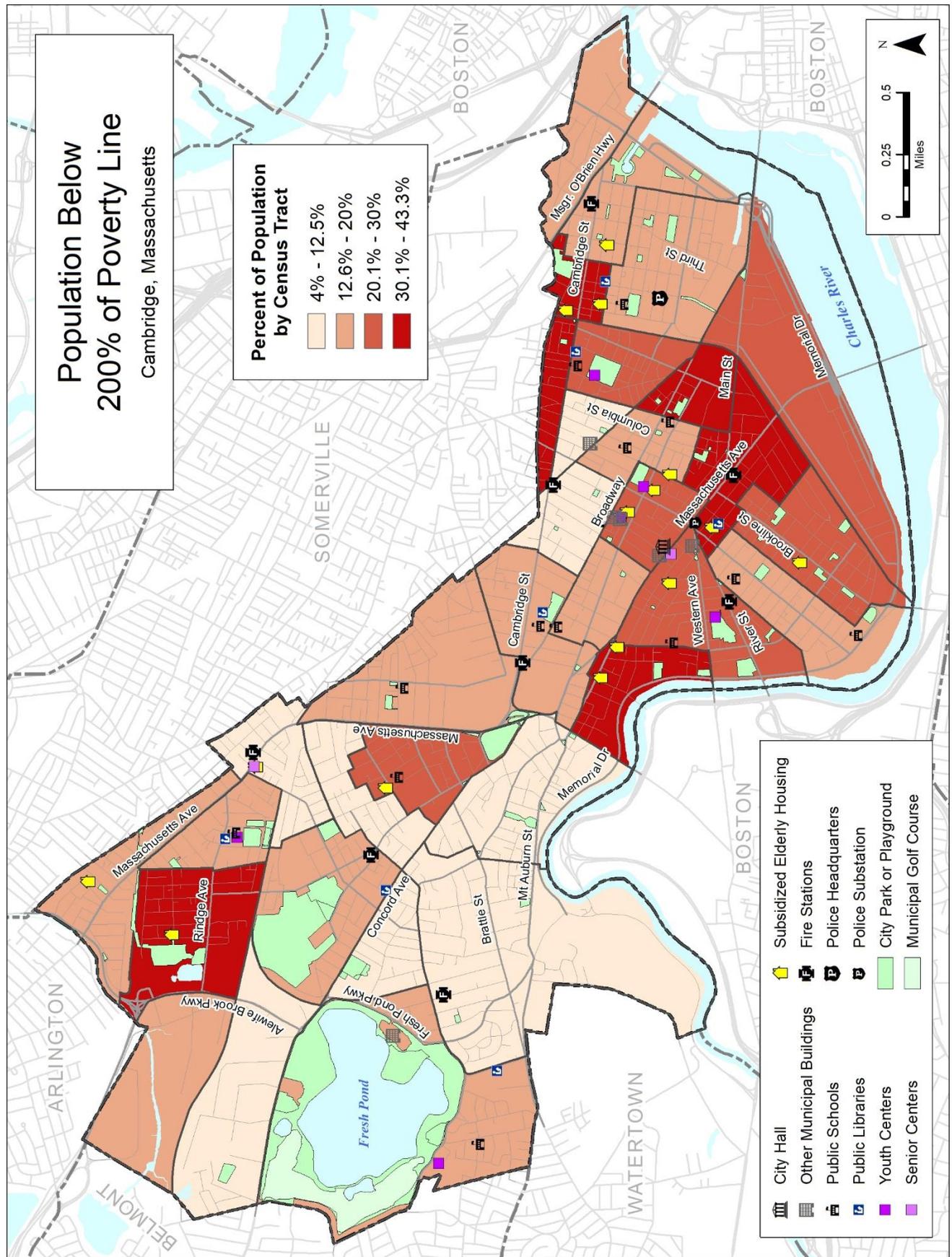
Most city programs are intended to provide services without regard to geographic location within the City. However, two maps with demographic information are included to provide additional context in terms of nonwhite populations and lower income residents by census tract across Cambridge.

It is important to note that this is not a typical way to allocate or report on department budgets. City departments in Cambridge work collaboratively together on a wide range of issues, so there is potentially some overlap reflected between departments and within other consolidated spending categories particularly the Anti-Bias and Diversity Training and Programs; and Affordable Housing /Homelessness categories. While this is an unconventional way to present budgetary information, its intended to provide additional context and clarity on how the City's Budget allocates resources in an equitable manner and in a way that reflects our values as a community.

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE



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RACIAL AND ECONOMIC EQUITY EXPENDITURES

Executive					
Citizens Civic Unity Committee; Housing Liaison Office; Domestic and Gender Based Violence Prevention Initiative; translation services.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
913,635	372,450	37,000	-	-	1,323,085
Finance					
Programming support (Cultural District); School Breakfast Program; MBTA Student Pass Program; Digital Equity Broadband Proj. Manager					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
116,514		922,500	-	5,500	1,044,514
Law					
Staff positions/time: affordable housing; immigration rights; LGBTQ+ issues; homelessness issues; business equity issues.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
947,508	-	-	-	-	947,508
Mayor's Office					
Translation services.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
-	10,000	-	-	-	10,000
Public Celebrations					
Cambridge Arts Grant Program - "Art for Social Justice".					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
-	-	-	-	67,500	67,500
Community Safety					
Funds available for program supporting vulnerable populations					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
1,453,295	1,704,500	178,825	-	-	3,336,620

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

Emergency Communications					
Emergency Mental Health Training Program; Implicit Bias training; Licensed Social Worker					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
96,436		3,000	-	-	99,436
Police					
Mental health outreach and programs; Family and Social Justice Section programs; juvenile diversion; crime analysis (analysis of hate crime, direction of resources); case manager; staff participation on community groups and commissions; programs aimed at improving relationships with youth in vulnerable communities; outreach promoting diversity, equity and inclusion (including multi-faith, minority, school, and immigrant communities); translation services; Cadet community outreach; contract with ROCA.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
2,122,504	105,000	-	-	8,077	2,235,581
Community Development					
Affordable Housing Trust; Community Engagement outreach workers; affordable housing outreach events; SNAP; Equity Inclusion Antiracism training/implementation; Economic Opportunity and Development; small business support; translation; public space interventions.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
1,440,629	-	41,542,250	200,000	328,500	43,511,379
Historical Commission					
Historic preservation grants to support preservation projects by affordable housing agencies, income-eligible homeowners, and non-profit organizations with significant properties; Margaret Fuller House Renovation					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
39,680	-	-		750,000	789,680
Peace Commission					
Educational and community-building events and programs; American Born Black Outreach Team (ABBOT); supporting resilience and sustainability for vulnerable communities through the Community Health Improvement Plan (CHIP); supporting Police Review and Advisory Board and the Citizens Civic Unity Committee.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
108,025	-	-	-	-	108,025

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

Public Works (DPW)					
Small business recycling and organics collection provided to MBE/WBE businesses; trade specific union employee training; apprentice program					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
307,800	-	140,000	-	-	447,800
Water					
Apprenticeship Program					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
80,000	-	-	-	-	80,000
Human Rights Commission					
LGBTQ+ Commission; Language Justice Division; Staff time dedicated to housing discrimination investigations; supporting Commission on Immigrant Rights and Citizenship					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
207,563	-	6,000	-	-	213,563
Human Service Programs (DHSP)					
College Success Initiative; STEAM; Summer food and fuel assistance; Community Engagement Team; Inclusion Prog.; Family Policy Council; Disabilities Comm.; Baby U; Planning and Development (homelessness); Multiservice Center; CDBG Services; Community Learning Center; King Open Ext. Day (40%); Agenda for Children (60%); Workforce Development (80%); Community Schools (40%); Council on Aging (50%); Preschool (50%); afterschool (40%); Center for Families (67%); Youth Programs, recreation special needs, summer parks, youth leagues (67%).					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
24,932,740	8,695,700	1,330,184	-	12,981,323	47,939,947
Library					
Digital Equity Manager; trainers; staff positions/time; materials; speaker fees; social worker position at Central Square branch library.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
316,426	70,000	64,500	-	-	450,926

CAMBRIDGE ANTI-RACISM, EQUITY & INCLUSION INITIATIVE

Veteran's Commission					
Veteran benefit payments					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
-	-	-	-	575,000	575,000
Schools (CPS)					
Office of Equity, Inclusion, and Belonging; Educator Pathway Program; Becoming a Man (BAM) / Working on Womanhood (WOW); The Calculus Project; SEED leadership training; IDEA grant; Title I Grant; McKinney Vento Homeless Grant.					
Salaries	Consultants/ Contracts	Programs/ Materials	Capital	Grants / Direct support	Total
1,596,034	-	299,300	-	1,958,032	3,853,366
Totals					
34,678,789	10,957,650	44,523,559	200,000	16,673,932	107,033,930

KEY INITIATIVES

AFFORDABLE HOUSING

The FY24 Budget again includes significant funding for the development and preservation of affordable housing in Cambridge. As part of the FY24 Budget, and consistent with previous years, the City has committed to using building permit revenue (\$10,245,750) to support affordable housing. It has been the City’s practice since FY20 to use 25% of building permit revenue as a revenue source for affordable housing. Although budgeted building permit revenues have decreased from a high of approximately \$45 million in FY23, the City has maintained the same dollar amount of support for affordable housing through building permits. In addition, \$14.1 million of General Fund revenue and \$300,000 in short-term rental impact fees will be used to provide funding to the Affordable Housing Trust. This totals \$24,645,750 in the FY24 Budget to directly support the development and preservation of affordable housing. These funds will supplement anticipated FY24 Community Preservation Act (CPA) funds as well as federal funding.

Funding Source	Amount	
	FY23	FY24
Building Permit Revenue	\$10,245,750	\$10,245,750
General Fund Revenue	\$12,500,000	\$14,100,000
Short Term Rental Impact Fees	\$200,000	\$300,000
Estimated CPA allocation*	\$15,760,000	\$16,460,000
Total	\$38,705,750	\$41,105,750

*assumes 80% CPA allocation for affordable housing

The total anticipated direct funding for affordable housing from the sources noted above is \$39,505,750, which is a \$2,400,000 increase from FY23. Through FY23, the City has appropriated more than \$317 million to invest in affordable housing initiatives. These funds have been used to preserve or create more than 3,700 affordable units to date. The City will also continue to support this effort through zoning tools that promote affordable housing, by providing access to affordable rental housing, and by providing homeownership education, counseling and homebuyer financial assistance.

BUILDING NEW AFFORDABLE HOUSING

The City continues to use funds appropriated to the Affordable Housing Trust to expand a pipeline of new affordable housing throughout the city. The adoption of the Affordable Housing Overlay (AHO) Zoning Ordinance in FY21 helped to advance 100% affordable developments toward completion, with one development (62 units) under construction and three developments with more than 430 total units having completed the AHO review process.

Notable developments include:

- 1627 Massachusetts Avenue: Funding from the Affordable Housing Trust was used to purchase this property from Lesley University in FY23. Planning is underway for the creation of new affordable housing through the AHO at this prominent site near Harvard Square through renovation of the historic structure and new construction on the large surface parking lot.
- Rindge Commons: Construction of affordable rental housing in a two-phased mixed-use development in the Alewife area began in FY23. The first phase, now under construction, will create 24 new affordable rental units, along with non-residential space that will include a new area for City early childhood education programs and space for the Just A Start YouthBuild Program.
- 116 Norfolk Street: Construction began in FY23 on 62 new units of affordable rental housing with on-site supportive services for low-income residents.

KEY INITIATIVES

- 52 New Street: Construction is expected to begin in late FY23 on 107 units of affordable rental housing in a mixed-use development next to Danehy Park, which was advanced through the AHO.
- Jefferson Park Federal Public Housing: The Cambridge Housing Authority (CHA) is planning a FY23 construction start for the revitalization of 175 units at this North Cambridge development to ensure it continues to provide much-needed affordable housing that will remain financially and operationally viable into the future. CHA's plans, which include the creation of more than 100 new affordable units, were advanced through the AHO.
- 49 Sixth Street: Construction is expected to begin later in 2023 on 46 new units of affordable rental housing, built through the AHO, at the former Sacred Heart rectory, school, and convent in East Cambridge.
- 35 Harvey Street: Planning is underway for conversion of this 16-unit single-room occupancy (SRO) with shared facilities into 12 small apartment units for individuals moving beyond homelessness.

INCLUSIONARY HOUSING

In FY24, the City will work with building owners and managers to follow up on recommendations made by the multi-year study of Resident Experiences of Inclusion and Bias in Inclusionary Housing (completed in FY23). Study recommendations include a range of measures that the City can implement to improve the experience of inclusionary housing residents and create stronger communities.

In FY23, plans for more than 100 new inclusionary housing units were reviewed, and more than 100 new inclusionary rental units were completed. With more than 150 units under construction, new inclusionary housing units will continue to be made available to residents in FY24. More than 675 applicants have been housed in inclusionary rental units in the past 5 years, and more than 1,200 residents have moved into an inclusionary rental unit in the last decade.

AFFORDABLE HOMEOWNERSHIP

The City will continue to offer homeownership education and counseling to prospective homebuyers. More than 500 participants attend the City's homeownership workshop each year, with many also receiving homeownership counseling. In FY24, the City will also continue to offer financial assistance to income-eligible homebuyers. The HomeBridge program was recently recapitalized with a \$6,000,000 commitment from the Affordable Housing Trust and continues to be available to households earning up to 120% of area median income. Offering up to 50% of a home purchase price, HomeBridge targets income-eligible residents looking for homes on the market, and purchased homes then become part of Cambridge's affordable housing stock. The City oversees more than 500 affordable homes throughout Cambridge. When these homes are sold by current owners, new buyers are selected through the City's homeownership resale program. In FY24, the City will continue to offer homebuyers affordable homes through the resale program, and will also offer, through a lottery, four new inclusionary homeownership units expected to be completed in FY24. In the last 5 years, 70 residents purchased their homes with assistance from the City, and more than 155 residents have purchased a City-assisted affordable home in the last decade.

KEY INITIATIVES



UNHOUSED SUPPORT

The City will utilize a combination of American Rescue Plan Act (ARPA) and City funds to continue services provided by Bay Cove/CASPAR at the Transition Wellness Center, the temporary emergency shelter for individuals located at the Spaulding Hospital. The budget also includes funding to support the Salvation Army's emergency shelter and daytime drop-in for FY24 following the discontinuation of state funds for the shelter. City funds will enable this emergency shelter to continue operating its 35-bed shelter along with the daytime drop-in center that hosts a Cambridge Health Alliance Healthcare for the Homeless clinic and daily meal service. Additionally, the City will continue supporting the seasonal Winter Warming Center operated by Bay Cove/CASPAR that provides safe, low-threshold overnight shelter during the coldest months of the year. The FY24 budget also includes funds for shower services provided by First Church Cambridge, continuing a critical service that began during the public health emergency. The City will also utilize a combination of remaining ARPA funds and local dollars for limited continuation of the City's support of community meal sites.

The City's critical work in supporting planning and services for those experiencing homelessness and housing instability will be enhanced in FY24 with the creation of a new senior level position in the Department of Human Service Programs. The new position will support staff within the Multi-Service Center and Planning and Development Division in planning and implementing critical programs and services.

EMERGENCY HOUSING VOUCHER PROGRAM

The Emergency Housing Voucher (EHV) program was made available through the American Rescue Plan Act (ARPA). The Department of Human Service Programs, the Housing Liaison Office, the Cambridge Housing Authority, Transition House, and the Cambridge Continuum of Care have forged an extraordinary partnership to utilize these vouchers locally and assist individuals and families who are homeless, at-risk of homelessness, fleeing or attempting to flee domestic violence, or were recently homeless or have a high risk of housing instability. Through ARPA, and with additional support from the City, there were also significant investments in housing navigation and stabilization staffing in FY23. Through Q3 of FY23, over 100 households have obtained housing through EHV. These efforts will continue in FY24, with ongoing funding for housing navigation and stabilization services and additional housing vouchers.

KEY INITIATIVES

OFFICE OF THE HOUSING LIAISON

Given the increased need and level of complex housing situations that are referred to the Office, an additional Intensive Case Manager position will be added in FY24. The position will offer the opportunity to meet with residents in the field or their home and offer hands on, comprehensive and ongoing support. This position will also serve as a point of contact for Inspectional Services Department (ISD) referrals, and will work in coordination with ISD to follow up on tenant complaints and/or tenant needs including, but not limited to, ensuring that property management has complied with ISD citations to the satisfaction of both ISD and the tenant. In addition, the Case Manager will address tenant needs and/or infractions such as lease violations or hoarding and housekeeping concerns.

In collaboration with the Human Rights Commission (CHRC), the Office of the Housing Liaison staff has drafted a Rapid Response for New Arrival plan and spearheaded an intradepartmental working group to finalize a plan and procedures in FY24. Although originally intended to prepare the City for possible unannounced new arrival groups, it is anticipated that this plan can also act as model for a coordinated emergency response for re-housing persons displaced by other types of emergencies or disasters.

UNIVERSAL PRE-K (UPK)

The Office of Early Childhood (OEC, formerly the Birth to 3rd Grade Partnership) is serving as the lead office in the design, development, and implementation of the City's system of Universal Pre-K (UPK). During FY23, a UPK Leadership Team, advisory committee (with representatives from the School Department, City, and community), and three task forces were established to support in the oversight, planning, and development of recommendations for UPK. OEC also actively engaged in research and data collection that yielded important information for assessing and making decisions moving forward, including partnering with Harvard University to study of the current state of the Cambridge early childhood workforce, completing a family survey, and conducting a citywide program capacity survey. OEC also partnered with Fisher college to create professional development pathways, including college course work for those working towards their AA and BA degrees in early childhood education, and is exploring similar partnerships with both Lesley University and Harvard University.



A UPK Project Manager was hired to support the development of UPK, and additional positions will be added to the OEC team as the work of developing UPK continues to scale.

By the end of FY24, all families with 4-year-old children will have a single place to go to find out information about UPK program options, apply for preschool using a new universal application, and will be prepared to begin their UPK placement in fall of 2024.

KEY INITIATIVES

OUT OF SCHOOL TIME / AFTERSCHOOL

Afterschool care is critical to working families. It is also an important contributor to the social and emotional development of children. DHSP is currently working with non-profit colleagues in the Cambridge Out of School Time (OST) community to expand the number of seats they are able to offer in September 2023 by providing City support for expanded service. Details of this work will be finalized in the coming weeks so that families can access the information.

In response to caregiver feedback and to support high quality programming, the lottery for afterschool seats will open in early May and families will be informed of their children’s acceptance into programs in late June. In addition, families who are looking to re-enroll their children in the same site will receive priority for those seats to ensure continuity of care. Because of the work done over the last two years to increase the percentage of low-income children in programs to more closely match their numbers in the Cambridge Public Schools, the re-enrollment process will no longer inhibit low-income families from participating in the programs.

The OST sector has a systemic problem that is not unique to Cambridge: there are not enough seats to serve all children whose families want to send them to an afterschool program. Currently the City of Cambridge offers 20 of the 27 full-week afterschool programs for elementary school-aged children in the City (grades JK-5) through four program models: Childcare Afterschool, Community Schools, King Open Extended Day, and Youth Centers. Collectively, DHSP has 1,102 JK-5th grade seats, with an additional 195 seats for 6th-8th grades are offered by the Youth Centers. Seven Community-Based programs offer an additional 405 seats. Together, DHSP and the Community-based programs provide afterschool to 42% of Cambridge Public Schools’ JK-5 students.

At the start of FY23, DHSP and school leaders worked on a plan to expand Community Schools’ capacity by more than 100 seats. In the winter of 2023, the expansion plan focused on a few key sites to pilot a new stable staffing structure to expand afterschool seats. The plan includes combining programs at the King Open building, adding 4th & 5th grade seats to the Youth Centers, and expanding seats at 2 Community Schools sites.

For fall 2023, DHSP will add 170 seats by expanding at seven targeted sites. This will require adding 13 new teaching positions to help stabilize staffing and create a more sustainable structure. The City has contracted with a professional staff recruitment firm to help find and screen applicants for these new positions as well as for open Program Director roles.

Program	Expansion site	Seats Added	Description
Community Schools	Cambridgeport	40	Add 4 classrooms of 20 students. Hire 6 new lead teachers
	Morse	40	
King Open Extended Day	King Open	30	Roll over 60 existing Community Schools seats to KOED program and add 1 additional classroom. Hire 3 new lead teachers
Youth Centers	All 4 sites	60	Add 60 4 th & 5 th grade seats across 4 sites. Hire 4 new lead teachers

An additional FT Inclusion Specialist will support the assessment of children with special needs, training for staff, as well as site-based program coaching. In 2024 and beyond, DHSP will continue to work with The Agenda for Children to map out a process to examine continued OST expansion opportunities across Cambridge.

KEY INITIATIVES

SUSTAINABILITY

CLIMATE NET ZERO

The Net Zero Action Plan is the City's long-range strategy for improving building energy efficiency, eliminating fossil fuel consumption, and switching to renewable energy sources to meet the City's goal of achieving carbon neutrality by 2050. In 2023, the City Council adopted a comprehensive 5-year plan update developed with the support of a broad-based advisory committee. With additional FY24 funding, the City will focus on implementing building energy performance requirements and programs supporting residents and businesses in lowering energy use, accessing clean energy, and improving resilience to ensure all buildings in Cambridge have a framework for and resources to phase out their GHG emissions and adapt to a changing climate.

Key activities include advancement of performance standards for properties covered by the Building Energy Use Disclosure Ordinance (BEUDO), adoption of net zero embodied carbon reporting and fossil fuel free construction requirements for new buildings, a community solar program, and development of building performance standards for smaller buildings. Efforts to establish a neighborhood-scale virtual microdistrict and undertake a GeoMicroDistrict feasibility study continue. These activities will be aligned with climate change preparedness and communications work to ensure an integrated approach to addressing climate change throughout the community.

FY24 is the first full year of implementation of the Resilient Cambridge Plan. Key near-term activities based on recommendations of the Better Buildings section of the Plan include updating the City's emergency management plan to include strategies and action addressing climate impacts; creating technical guidance for buildings to meet the forthcoming climate resiliency zoning requirements; and technical support for building owners undertaking work to voluntarily make resiliency upgrades. A Climate Leader program, launched in FY23, will continue to engage residents to teach peers about climate change impacts and opportunities to take action through Cambridge's technical support programs.

COMMUNITY ELECTRICITY / CAMBRIDGE ENERGY ALLIANCE

The Cambridge Community Electricity (CCE) program continues to provide Cambridge electricity rate payers with a price-stable and consumer-friendly program for electricity supply, with the option to receive 100% renewable electricity. Since 2017, this program has saved ratepayers over \$45 million dollars. Funds from a renewable energy charge, collected from every participant, were used to complete a new local solar installation on the Graham and Parks School, where 280,000 kilowatt hours (kWh) of renewable electricity will be generated each year from 540 solar panels, instead of by burning fossil fuels. CCE is analyzing how to add more renewable energy to the program through new, off-site renewables procurements.

The City provides comprehensive energy efficiency, solar, and renewable thermal programs to residents and small business owners through the Cambridge Energy Alliance (CEA), in partnership with multiple local efficiency and renewable energy providers. CEA is developing new programs, continuing into FY24, that will help buildings complete energy efficiency and electrification upgrades, supporting the scaling of building decarbonization in line with Net Zero Action Plan goals. A new advisor program will provide decarbonization-focused guidance and no-cost technical consultation on individual projects and will also support planning for fossil-fuel free retrofits over time. A new pilot partnership will make retrofits available to multifamily buildings with project management and innovative financing support. This pilot will thus test a new model for helping multifamily buildings overcome financing barriers.

KEY INITIATIVES



ELECTRIFICATION / EV CHARGING

Multiple initiatives are underway to broaden access to sustainable mobility and green the transportation system. Over a five-year period, the network of EV charging stations in municipal lots and curbside will be expanded significantly, with a goal of adding at least 100 new chargers by FY27. These charging stations are being sited to provide easy access to charging for residents without off-street parking. Increased state and federal incentives for both new and used cars has the potential, along with expanded access to charging, to enable many residents to switch to electric vehicles. Public charging facilities for e-bikes and other micro-mobility devices are also being explored.

GREEN TRANSPORTATION

The Bluebikes public bikeshare system, which has continued to grow, with ridership now exceeding pre-pandemic levels, will be expanded with new docks to serve increasing demand and to accommodate e-bikes planned for introduction in late 2023 in collaboration with neighboring communities.

Initiatives to enhance transit access and reliability include improving bus stop amenities by adding real-time arrival information and seating at key bus stops, and introducing bus lanes and queue jumps at congested intersections as part of major street reconstruction projects such as the River Street corridor enhancement and streets where separated bicycle facilities are being added. The City is exploring options for fare elimination on specific routes and staff are engaged in regional conversations around future systemwide means-tested fares.

Work is underway to develop a Net Zero Transportation Plan that will provide a framework for eliminating greenhouse gas emissions from the transportation sector. To ensure that equity is central to the plan and to deepen work on antiracism, equity, diversity, and inclusion, staff are working with organizations and people in the community who have experienced barriers to participating in the City's mobility planning in the past. This engagement is intended to provide clear information about transportation policy and regulations in the City and to learn about the current and anticipated needs of community members, ensure that people can share thoughts on planning and policies, build an understanding about how and why City decisions about mobility are made, and develop a community-supported approach to future mobility and climate action plans.

KEY INITIATIVES

STORMWATER

More than 25 years of major investment in sewer and stormwater infrastructure and maintenance has significantly improved the quality of water discharged to the Charles River, the Little River, the Alewife Brook, the Mystic River, and the Boston Harbor. The amount of combined sewer overflows have decreased to the Charles River by 98% and Alewife Brook by 85%. Investment in infrastructure over a long period of time also provides a more reliable system that better serves residents, who experience fewer backups, reduced flooding, and fewer emergency repairs.

Over the last 20 years, as part of a long-term strategy to reduce flooding, the City has constructed underground storm water storage systems, including at locations on Hovey Avenue, Scott Street, Wendell Street, Broadway (Main Library), Museum Street, Danehy Park, New Street, Francis Avenue and, most recently, Parking Lot 6 in The Port. Prior to the installation of the stormwater systems, medium sized rain events would cause significant flooding in The Port, Baldwin, and Mid-Cambridge neighborhoods.

The City is collaborating with the City of Somerville and the Massachusetts Water Resources Authority to develop a Combined Sewer Overflow (CSO) Control Plan to protect and improve our water resources and develop a plan for continued improvements to the sewer and drainage systems. The plan is being developed with extensive community engagement.

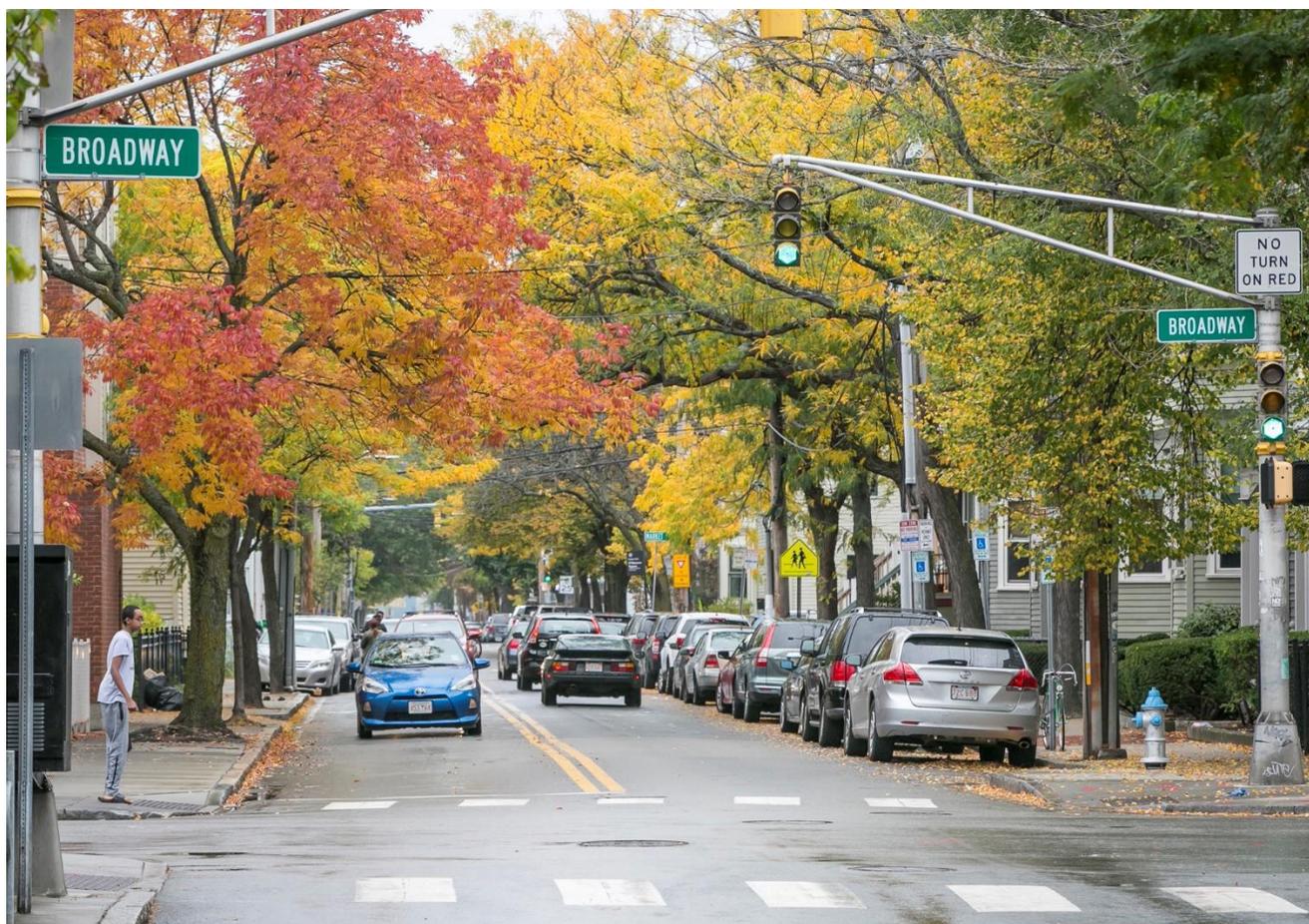
As the frequency and intensity of precipitation increases with climate change, the City continues to make major investments in flood resilient infrastructure. Significant funding will support the construction of a 1,250,000-gallon stormwater holding system and a 100,000-gallon rain garden in conjunction with the Tobin Montessori and Vassal Lane Upper School Complex construction. This infrastructure will reduce flooding on Concord Avenue and in the Vassal Lane/Standish Street area and was identified in the Alewife Preparedness Plan as key to improving the resiliency of the Alewife neighborhood to climate change.

The City's climate resiliency efforts also include a regional approach to addressing the impact of sea level rise. With continued sea level rise and larger storm events, the Amelia Earhart and Charles River dams will no longer provide sufficient protection and significant areas of Cambridge will be vulnerable to coastal flooding. Through the Resilient Mystic Collaborative (RMC), the City is leading efforts to implement regional interventions to reduce the risk of coastal flooding in Cambridge and 11 other communities. In FY23, the City partnered with the RMC and Arlington to secure \$750,000 FEMA funds to support the further study of the regional strategies, with the goal of developing designs and benefit / cost ratios to support securing future federal funding for these critical protections.

OPEN SPACE

In FY24, construction is anticipated to begin for improvements to the Peabody School Playground. The design process for the renovation of Linear Park and the creation of a new multi-use path connection between Concord Avenue and Danehy Park will continue, and the community processes for the redesign of Hoyt Field in the Riverside neighborhood, Raymond Park in Neighborhood Nine, and Rafferty Park in the Cambridge Highlands neighborhood will begin.

KEY INITIATIVES



URBAN FORESTRY

The City continues to implement the Urban Forest Master Plan (UFMP), which guides the development of Cambridge's tree assets into the future. During FY23, Public Works reached the UFMP recommendation of planting over 1,000 trees annually. By next year, the City expects to exceed that recommendation and will plant 1,200 trees annually. In order to increase the long-term survival of newly planted trees, Public Works has improved pre-planting soil preparation, supervision of the planting process, and post-planting watering and other aftercare.

A bare root nursery constructed in recent years at Fresh Pond has been key in supporting the number of trees planted annually. This gravel bed nursery serves as a temporary holding place for bare root trees to be planted around the City, allowing the Urban Forestry Division to extend the planting season beyond the few weeks it had been previously constrained to.

During FY23, the City of Cambridge collaborated with Biodiversity for a Livable Climate to establish a second Miyawaki microforest at Greene-Rose Park. Miyawaki Forests offer an opportunity to reestablish healthy forests in urban environments. They mitigate the urban heat island effect, support biodiversity, buffer against flooding and erosion, help balance water cycles to fight drought conditions, and sequester carbon. The Miyawaki Forest at Greene-Rose Park includes plants significant to Northeast Indigenous communities and was planted with the help of volunteers from the Cambridge community.

KEY INITIATIVES

ZERO WASTE MASTER PLAN

Reducing the amount of trash that is landfilled is a key component of reducing overall climate-changing emissions. The City's Zero Waste Master Plan (ZWMP) coordinates efforts aimed at reducing residential trash 80% by 2050 to 4 pounds per household per week. The ZWMP lays out a multi-year long term plan with waste reduction strategies that maintain high quality public services, maximize operational efficiency, protect employee health and safety, evaluate costs, and explore the impact of waste reduction on GHG emission goals.

Since 2018, the Department of Public Works (DPW) Solid Waste Division has launched or expanded 10 programs as recommended by the ZWMP to decrease trash in both the residential and commercial sector. Average weekly trash set out per household per week has declined from 22.8 pounds in baseline year 2008 to 15.6 pounds in 2022, a 32% reduction. The next milestone in achieving this overall goal will be to reduce trash to 12 pounds per household per week by 2030.

In FY23, DPW's Solid Waste Division focused on increasing participation in the City's curbside compost program and other waste diversion programs. The curbside compost program has increased diversion by 15% in the last year. The textiles recovery program continues to excel, due to a statewide ban on the trash disposal of all textiles. In 2022, more than 160 tons of textiles were recovered from the trash through the City's program.

In November 2022, the City expanded the Small Business Compost Pilot to 11 more businesses. More than 75 food-service businesses participate in the free curbside collection program for food waste. Between the Small Business Recycle and Compost Programs, businesses report saving \$200-300 per month for each service. In 2022, the City helped small businesses save \$900,000 in waste disposal costs, while reducing trash sent to landfills.

In FY24, the Solid Waste Division will continue to work to convert public area waste receptacles to Big Belly solar trash compactor/recycling units, eliminating the old wrought-iron public area waste and recycling receptacles. In FY24, the Solid Waste Division intends to use Recycling Dividends Program (RDP) Grant funds to hire a Zero Waste Master Plan consultant to assist the Department in planning efforts to continue reducing trash to 2030 and beyond.

PARTICIPATORY BUDGETING

More than 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 winning projects. The following eight FY24 winning projects reflect important community priorities: 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.

KEY INITIATIVES

DIGITAL EQUITY

BROADBAND

In March 2023 the City released the final report for its comprehensive year-long municipal broadband feasibility study, *Municipal Broadband in Cambridge: Feasibility and Business Model Options*. The report examines the feasibility of the City of Cambridge implementing a municipal fiber-to-the-premises (FTTP) service, providing a detailed FTTP design and cost estimate, and a range of business and financial models for building, operating, and providing service to all premises in Cambridge.

The City of Cambridge partnered with nationally recognized firms, CTC Technology & Energy (CTC) and Rebel Group (Rebel), to conduct the study. The report highlights a high-level FTTP network design and cost estimates developed by CTC to inform the City's broadband planning effort. The design provides ubiquitous service within the Cambridge city limits, delivering residential services at symmetrical speeds of up to gigabit speeds and scalable to higher speeds with modest upgrades to electronics in the future. The report identifies four business models developed by Rebel, each with the potential to meet the City's goals, albeit to varying degrees and with certain tradeoffs. Regardless of the business model selected, the report suggests that the City should leverage competition to maximize value for taxpayers and subscribers.

In FY24, the City will procure the services of a consulting team to assist with refining and detailing a municipal broadband business model and crafting an RFI to identify potential partnerships for the construction and operation of a City-owned system.

LIBRARY DIGITAL EQUITY INITIATIVES

The Cambridge Public Library, in collaboration with Information Technology Department, is addressing potential issues related digital equity, such as affordability, device availability, and skills through several endeavors. These include the Takeout Technology program across all library branches; various online learning databases available to the public such as LinkedIn Learning; renovated and accessible public computer workstations; a Learning Lab at the Main Library; and the creation of a Digital Equity Manager position to help to envision and plan digital equity work.

The Takeout Technology services, launched in August 2020, initially circulated Chromebook Laptops to address technology access inequities in Cambridge amidst the COVID-19 health crisis. Since then, the program has expanded to include many more offerings, such as wifi hotspots, portable DVD players, and GoPros; along with smaller items, including computer mice, USB to USC adapters, phone chargers, and laptop chargers.

In December 2022, in an effort to better meet patron needs, the Library added 40 new hotspots to the Takeout Tech program, which are available across all library locations. Hotspot funding partners include the City of Cambridge and the Friends of the Cambridge Public Library.



KEY INITIATIVES

REORGANIZATION

During FY23 and into FY24, the City Manager has, and will, implement a variety of organizational changes to ensure that appropriate and adequate staff are in place to cover key roles and responsibilities and to establish clear reporting structures and accountability:

- Created the position of Chief of Staff to the City Manager to engage directly with the City Council, and enable greater alignment between City work efforts and legislative priorities.
- Created the position of Chief of Equity and Inclusion to strengthen the central role of Equity and Inclusion in City leadership.
- Created the position of Director of Community Engagement to strengthen the role of Community Engagement in City Leadership and develop a comprehensive community engagement plan in collaboration with existing departmental community engagement teams.
- Created the position of Chief of Strategy and Implementation to establish a results-based project management function within the Executive Office. This direct report to the City Manager will be responsible for leading a team in the execution of key strategic initiatives across the City.
- Created the position of Chief People Officer to provide greater leadership bandwidth for human resources management. This direct report to the City Manager will provide vision, prioritization, and implementation of new initiatives as the leader of the newly renamed “Human Resources Department” (previously “Personnel Department”). With the addition of three new positions and the reclassification of several existing positions, Human Resources will provide enhanced services in the areas of employee relations, benefits, recruitment and employee development.
- Created the position of Internal Communications Manager to improve employee engagement, which will be further strengthened by the addition of new positions within the Public Information Office and in the Equity and Inclusion Office.
- Created the position of Emergency Management Director to prepare and plan for a broad range of potential scenarios and readiness training.
- Reorganized the reporting structure for City operations, expanding the role of the Deputy City Manager to include that of Chief Operating Officer. In addition to playing a key Citywide leadership role, the Deputy City Manager now directly supervises departments that deliver core services and maintain basic infrastructure. The Deputy City Manager/ Chief Operating Officer now directly supervises the following departments: Public Works; Water; Traffic, Parking, and Transportation; Capital Building Projects; Inspectional Services; License Commission and Consumer Council; Animal Commission; Emergency Communications; and Emergency Management.

Within this new operations structure are some additional organizational changes:

- The Electrical Department has been incorporated into the Public Works Department as a new division. This will provide additional support to Electrical staff and functions as work continues on delivering enhanced services.
- A new Capital Building Projects Department consolidates existing programs from the Executive Office and Public Works Department. This restructuring allows the City to continue delivering high-quality professional management of the expanding building improvement project portfolio, while ensuring that consideration of strategic priorities, such as the Net Zero Action Plan and the Building Energy Use Disclosure Ordinance are embedded in all aspects of project lifecycles.

KEY INITIATIVES

INVESTING IN CITY BUILDINGS

Construction of the Tobin Montessori and Vassal Lane Upper Schools Complex will continue in FY24. The project will also provide new facilities for Special Start and Department of Human Services Programs preschool and after school programs. The \$299 million complex will be a Net Zero Emissions Facility and will include open space and stormwater infrastructure to mitigate local street flooding. Final costs are being analyzed, which may require an amended appropriation in Fall 2023. The facility is anticipated to reopen for the school year beginning in September 2025.

A major renovation has also begun at Fire Headquarters at 491 Broadway to provide enhanced safety features, updated locker rooms, updated dormitories, improved kitchen facilities, enhanced fitness facilities, and will feature a fossil fuel free heating system and solar panels to align with the City's Net Zero goals. The City has appropriated \$62 million for this project. Final costs are being analyzed, which may require an amended appropriation in Fall 2023. Construction will commence on this project during Summer 2023, beginning with the installation of a temporary fire house on Hovey Avenue.

Design is underway on the new Danehy Park Gateway Pavilion project. This \$12 million facility will provide more equitable access to amenities, including new restrooms, changing and locker rooms, an athletic trainer's room, a coach's office, storage for athletic equipment, and multi-purpose space. The pavilion will also provide public restrooms for park visitors. The project will be an all-electric, Net Zero Emissions facility and will target LEED Gold new construction and Passive House Certification. The project also includes lighting improvements to the adjacent Danehy Dog Park; a renovation to the New Street parking lot; landscape improvements; and public internet access.

The Simard building, located at the Department of Public Works complex at 147 Hampshire St., is currently under construction. This \$8 million project includes renovations to interior office and storage spaces, as well as the installation of rooftop solar panels and geothermal wells to make the facility Net Zero Ready.

A Municipal Facilities Improvement Plan (MFIP) allocation of over \$35 million in FY24 will fund the following projects: Lafayette Square Firehouse structural repairs and interior improvements; Moses Youth Center HVAC upgrades; the creation of four additional pre-kindergarten classrooms in North Cambridge; improvements to the Department of Public Works Garage, yard and salt storage shed; interior fit-out for City offices; electric vehicle charging station infrastructure at several municipal buildings; and repairs to address deferred maintenance at the Collins and Boudreau branch libraries, the Healy Public Safety building, and the East Cambridge parking garage.

The City continues to perform energy-efficiency retrofits at public buildings. During FY23, the City converted inefficient lighting to LEDs in large buildings, including the Healy Public Safety, Main Library, Citywide Senior Center and Alice K. Wolf buildings, the Longfellow-Broadway School, and four school gymnasiums.

In FY24, lighting upgrades will be completed at the First Street Garage, with new projects beginning at the Cambridge Rindge & Latin and Graham & Parks Schools. FY24 work will save close to 500,000 kilowatt-hours (kWh) per year.

On-site solar generation continues to be an important part of the City's renewable energy portfolio, providing 6% of all electricity used by municipal buildings in FY23. Keeping photovoltaic (PV) systems in top operating condition ensures that they generate the maximum amount of energy. The FY24 Budget includes funds to support a comprehensive program to maintain all City-owned solar PV systems.

KEY INITIATIVES



MASS AVE PLANNING STUDY

In FY24, this study will develop a vision for the future of Mass Ave from Cambridge Common to the Cambridge-Arlington line, and result in zoning and non-zoning recommendations on topics of land use, urban design, housing, climate resiliency, small business support, mobility, and public space. The plan will aim to realize the following goals expressed by Envision Cambridge and the City Council:

- Address housing supply shortage by allowing additional housing density along North Mass Ave.
- Incentivize sustainable and safe transportation choices.
- Focus on small business retention and growth.
- Improve open space resources to better support the public realm.
- Preserve the unique qualities of the area, including business and resident diversity.
- Incorporate—adjusting for local context—the relevant recommendations from the City’s recent resilience focused planning efforts.

CDD will lead a representative community engagement process to develop a shared vision for the future of the corridor. As part of a multi-faceted engagement strategy, CDD will convene a working group to help guide the planning process and provide input on zoning and non-zoning recommendations. Additional engagement efforts will include focus groups, surveys, in-person and virtual workshops, and work with CDD’s Community Engagement Team to reach underheard groups. The goal of this project is to facilitate a holistic planning process that results in mutually beneficial outcomes for the community.

KEY INITIATIVES

COMMUNITY SAFETY

In FY24, the Community Safety Department (CSD) will be hiring a full team of responders, clinicians and administrative staff in order to ensure comprehensive services are provided to the Cambridge community. The Department is building on the work of a steering committee consisting of community members and representatives from local service organizations to finalize a mission statement and implement outreach plans and a process for disseminating funds to community partners. The infrastructure being created in FY23 will lay the groundwork for the team to begin responding to 911 calls for mental health assistance in FY24. The FY24 Budget includes funding for four additional positions. As part of the onboarding process for the team of responders, clinicians and administrative staff, a thorough training program will be created and implemented. The team will have the capacity to outreach to vulnerable populations and continue building strong relationships with key stakeholders to develop additional programs and services through community engagement, focus groups, analyzing data, and establishing an advisory board to identify additional service gaps.

The coordination of these services will include collaborating and building partnerships with community safety agencies and programs, non-profit agencies, and other community partners to provide additional support for these initiatives. These services may include providing mutual aid services, community-based skill building and training, providing aftercare as a resource to community members associated with violence or behavioral crisis. In addition, the Department will seek to partner with community agencies to provide support for programs, specifically for young men of color, including wrap-around and aftercare services.

WORKFORCE DEVELOPMENT

In FY23 the Office of Workforce Development (OWD) and the Department of Public Works collaborated to identify residents who had completed one of OWD's employment programs and were interested in committing to a two-year apprenticeship program to help build a pipeline of entry level workers for a variety of occupational paths within Public Works. Potential and existing apprentice positions include Urban Forestry Helper; Vehicle Lube Tech/ Inventory Assistant; Construction Helper; and Sewer Maintenance Helper. Other departments will also explore apprenticeship programs in FY24.

The City Council recently adopted a Green Jobs Ordinance, calling for the creation of a Green Jobs Initiative to elevate the need to connect residents to jobs and careers considered to be "green". Green Jobs are those that contribute to preserving or restoring the environment. There are many occupations that fall under the green umbrella including: HVAC and Energy Efficiency technicians; Solar Panel Installers; Building Automation Specialists; Renewable Energy Technicians, and more. The FY24 Budget includes a new Green Jobs Coordinator within the Office of Workforce Development to partner with staff from the Community Development Department, education and training providers, employers, industry associations and others to identify viable career pathways and the education and skills required to access them.

To address the labor shortage of skilled educators in the childcare industry, OWD joined with the Office of Early Childhood and the Community Learning Center to launch The Early Childhood Education Career (ECE) Training Program. The program was spearheaded by the Office of Early Childhood as part of its broader effort to build a Universal Pre-Kindergarten system in the city. The ECE training program is free of charge to participants and includes: An online early childhood course offered through Teachstone (120 hours); weekly class to support online coursework; a paid internship at a licensed early childhood program in Cambridge (480 hours); coaching to complete the CDA Professional Portfolio; and assistance with career planning and job placement. Next year the partnership anticipates serving 30 students.

KEY INITIATIVES

BUSINESS IN THE CITY

As the local small business community continues to recover from the impacts of the COVID-19 pandemic, the City will develop and target programs to further support entrepreneurship and succession planning, and enhance the vibrancy of Cambridge's commercial districts. The FY24 Budget includes a new Economic Opportunity Specialist to support programs within the Economic Opportunity and Development Division of the Community Development Department.

- **Small Business COVID-19 Grants and Loans.** In FY23, to continue supporting Cambridge's businesses, especially small, local businesses, the City awarded \$3.2 million in direct aid grants to those facing multiple challenges. Money was distributed via three different grant programs funded by the American Rescue Plan Act (ARPA). Grant criteria prioritized businesses that have been more severely affected by the impact of the COVID-19 pandemic and were women- and/or Black, Indigenous, People of Color (BIPOC), Veteran, LGBTQ+-owned. Since March 2020, the City has provided grants to over 560 individual Cambridge businesses.
- **BIPOC Business Support.** The City continues to work with the BIPOC Business Advisory Committee, representing businesses from across the city and different industries. The Advisory Committee provides guidance to the CDD Economic Opportunity and Development Division on improving programs and outreach for BIPOC businesses. Consistent with the City's commitment to equitable efforts, staff completed work with a consultant on its Disparity Study, evaluating procurement history with women- and minority-owned vendors, and in FY24 will begin reviewing recommendations from the report.
- **Local Business Celebrations.** The City will work with businesses, business associations and community partners throughout the year to celebrate National Small Business Month, Black Business Month, Women's Business Month, and Small Business Saturday. These focused celebrations punctuate a continuing effort to broaden connections to local businesses.
- **Continued Small Business Support.** The City continues to provide a high level of support through ongoing programming as businesses navigate a changing environment.
 - o Staff work continues on core programs such as the Storefront Improvement Program, Small Business Challenge, Retail Interior Accessibility, 10-Week Cambridge Community Classroom, and Business Coaching, as well as regular small business workshops.
 - o Staff continues to provide targeted support for women- and historically disadvantaged-owned businesses through a range of initiatives including procurement training; creation of new and expanded workshop opportunities to develop key skills; and supplemental marketing efforts through the City's Diversity Directory.
 - o Staff provided new Food Business Incubator programming, including a food business workshop series, and multiple language information on the City's Cottage Food Permit.



KEY INITIATIVES

RODENT MITIGATION

Rodents are a community problem that require a community solution, and the City of Cambridge has been committed to confronting this problem in a variety of ways - by addressing rodent issues on public property, assisting residents on private property, working to control rodents during construction projects, enforcing sanitary codes and ordinances, and educating the public. In Cambridge, responsibility for rodent control efforts is split between the Public Works Department (on public property) and Inspectional Services (on private property).

In FY23, the City expanded its rodent control efforts by implementing a “SMART box” rodent control contract. This new technology is used to control the rat population and collect meaningful data as part of the City’s ongoing efforts to continue to mitigate the impacts of rodents on the quality of life of residents. A new position of Project Coordinator/Environmental Health in Inspectional Services was added in FY23. The Project Coordinator/Environmental Health will lead public outreach to residents and businesses on rodent issues, as well oversee the City’s Rodent Control Taskforce. The FY24 Budget includes additional funding for the SMART Box rodent control program, and for rodent control services.

As part of Cambridge’s broader rodent control efforts, The City continues to enhance and monitor curbside collection programs. The City implemented a standardized trash cart for curbside collection in spring 2022. These new carts are more durable than a typical homeowner barrel and are more resistant to rodents.

Finally, the City continues to expand its use of Big Belly solar compactors for our public area bins. These units offer full containment, ensuring waste stays in and pests stay out to create cleaner, more sanitary situations for all users.

VISION ZERO

The Vision Zero initiative focuses on improving traffic safety to eliminate traffic fatalities and serious injuries. This involves identifying at risk locations to make improvements or implement technology that will increase safety for all road users, with a particular focus on people who walk, bike, and use public transit. FY24 anticipated projects include pedestrian refuge islands, curb extensions, bicycle signals, and floating bus stops. Vision Zero efforts also focus on identifying and implementing safety technology such as pedestrian activated crossing beacons, speed feedback signs, and Accessible Pedestrian Signals.

By the end of Calendar Year 2023, the Traffic, Parking, and Transportation Department will ban turns on red at most intersections across the City. Restricting turns on red is a significant safety improvement for pedestrians, cyclists and drivers in most scenarios.



KEY INITIATIVES

COMPLETE STREETS /CYCLING SAFETY

The Department of Public Works uses the Five-Year Street and Sidewalk Plan to design and construct Complete Streets that safely accommodate all users: pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities. Several significant projects include River Street, Huron Avenue, the Port, Mass Ave in Harvard Square and Central Square, and Mass Ave Partial Construction.

Construction on River Street is ongoing and includes sewer and stormwater infrastructure improvements as well as surface enhancements on River Street between Memorial Drive and Central Square, including Carl Barron Plaza. Project improvements include replacement of City utilities (sewer, drain and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new pedestrian scale streetlights, new street trees, a separated bike lane, and a redesigned Carl Barron Plaza with high quality bus shelters. The design of the improvements along this critical corridor has been developed in conjunction with a 16-member Working Group.

Construction is underway on Huron Avenue between Fresh Pond Parkway and the Golf Course. The improvements include a porous asphalt sidewalk along Fresh Pond Reservation, additional crosswalks, and separated bike lanes.

Part of the multi-phase program to reduce the frequency and extent of flooding and improve infrastructure in the Port neighborhood includes reconstruction of the streets and sidewalks with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan. The Port Working Group is working with the project team to develop street and sidewalk designs and implement the additional stormwater and sewer storage. Several streets are being considered for shared streets, which would prioritize the street for people, require less paving and provide more space for tree plantings.

The Cycling Safety Ordinance (CSO), enacted on April 8, 2019, and modified on October 5, 2020, sets an ambitious timeline to implement a separated bicycle lane network across the City within 6-8 years.

Design is underway for Massachusetts Avenue in Harvard Square between Plympton Street and Garden Street; and Massachusetts Avenue in Central Square between Sidney Street and Bigelow Street. These projects will create floating bus stops with separated bike lanes and other pedestrian improvements, improve accessibility on sidewalks, increase plantings, and upgrade utilities. Construction is expected to begin on Massachusetts Avenue in Harvard Square in 2024 and in Central Square by December 2025.

An FY24 appropriation and bond authorization of \$50,000,000 will support the design and construction of separated bike lanes on the Mass Ave Partial Construction project. This project, which spans Mass Ave from Waterhouse to Alewife Brook Parkway, is a partial construction project that will lead to installation of separated bike lanes, pedestrian improvements, and improved bus operations.

To date, the City has installed or has construction planned for separated bike lanes along the length of Massachusetts Avenue from Alewife Brook Parkway to Memorial Drive. Quick-build separated bike lanes have been installed on Garden Street from Huron Avenue to Concord Avenue and Brattle Street from Mason Street to Sparks Street among other locations. Planning and outreach is underway for installations on Hampshire Street from Inman Square to Broadway and Main Street from Massachusetts Avenue to Portland Street. Installation for both Hampshire Street and Main Street is planned for FY24, as well as Brattle Street from Sparks Street to Mt. Auburn Street.

KEY INITIATIVES

POLICE REFORM

The Cambridge Police Department (CPD) remains committed to introspection, transparency, accountability and growth. In FY24, the department will continue the work done in FY23 on the set of City Council recommended actions that emerged after the shooting and death of Arif Sayed Faisal.

BODY WORN CAMERAS

One of the key tools to help enhance the Police Department's accountability and transparency with the community is the implementation of a Body Worn Camera (BWC) program. In FY23, the Department initiated several processes towards this, including issuing a Request for Information (RFI) for interested vendors to help the department understand what capabilities exist and what it might need to plan for, conducting site visits with local and state departments, and drafting a recommended policy. A Surveillance Technology Impact report will be presented to the City Council and community once key information points have been identified.

INDEPENDENT REVIEW

In FY23, the Police Department announced that it had engaged D.C.-based Police Executive Research Forum (PERF) to conduct an independent review of the Cambridge Police's current training programs, policies, and protocols to help evaluate areas of improvement and make recommendations for the Department. Their work will include reviewing the fatal police shooting of Arif Sayed Faisal to determine how training and protocols could be revised or improved to ensure the safest outcome for all involved in a critical incident.

PERF's initial focus in FY23 has been on collecting and reviewing relevant training protocols and related policies and procedures. PERF will also interview stakeholders around crisis response within the City of Cambridge, such as trainers, dispatchers, and response team members, to determine where areas for improvement may exist, as well as what types of training and/or additional less-than-lethal options could be beneficial. This work will continue in FY24 and builds on the Department's commitment to gaining accreditation from Commission on Accreditation for Law Enforcement Agencies (CALEA), a program that provides accreditation to law enforcement agencies that are deemed to provide life, health, and safety services of the highest caliber.

The Department's commitment to transparency remains steadfast and as part of the review process, PERF will present its findings to the community not only through its formal report, but through a thoughtful community engagement process, where the community will be invited to ask PERF questions and provide feedback about its findings.

ADDITIONAL LESS LETHAL TOOLS

The Cambridge Police Department constantly reviews and assesses the needs of the community and its officers to ensure they can safely and effectively respond to calls for service. Whenever practicable, Cambridge Police officers use verbal and non-verbal engagement and de-escalation techniques to stabilize a critical situation so that more time, options, and resources are available to gain a person's voluntary compliance and to reduce or eliminate the need to use force. In some situations, less lethal weapons are critical tools, providing an alternative and effective force option. The CPD continually evaluates the latest less-lethal options available for law enforcement agencies that would supplement or replace the department's current set of tools utilized in a use-of-force incident.

In FY23, CPD explored additional less-lethal alternatives that pose the smallest risk of injury when deployed for standard issue in the Department. PERF, as part of its review of the Department, will also include an examination of the Department's response to people in crisis as well as our less-lethal options.

KEY INITIATIVES

CPD Data Dashboard About Arrests Citations Summons Definitions Feedback

Summons

Last Updated: Saturday, April 15, 2023
Data from: 2010-01-01 to 2023-03-31

Instructions
Use the filters on the left to explore data by date, demographic, and location



DATA DASHBOARD

The Police Department remains committed to releasing a data dashboard relating to police-citizen interactions, analyzing indications of possible racially biased policing, use of force incidents as well as assessing the Department’s compliance with statutes, ordinances, and regulations aimed at mandating accountability. The introduction of this dashboard takes a deeper dive into two of the biggest issues that can create barriers to community trust of law enforcement: race and transparency.

In FY23, the Department made significant progress towards the release of an interim dashboard based on existing CPD arrest, summons and citation data. A key component of this initiative is to develop and validate a methodology used to implement a data dashboard. In FY23, the Department initiated a process to engage in a third-party review of its data, methodology, data gap analysis and recommendations for future improvements. The Department is also in the planning phases of community engagement related to the data dashboard, with the intention of maximizing public awareness of the data and how it is used to inform the Department’s understanding of any potential disparities.

CO-RESPONDER GRANT

The Police Department anticipates participating in a pilot co-response program in FY24. Currently, staff from the CPD Clinical Support Unit work alongside specially trained officers to deflect and divert vulnerable populations in the city into supports and services and away from deeper involvement in the criminal justice system. CPD currently has two social workers who utilize a case follow-up model on mental health cases to link individuals who come into contact with police with the appropriate supports and services to deflect and divert them away from deeper involvement in the criminal justice system. However, the Department does not have co-response clinicians who are stationed in cruisers and whose main function is to respond to crisis calls as they occur. The Department hopes to enhance overall capacity for alternative responses to the city’s most vulnerable populations (e.g., those with mental illness, substance use disorders and the unhoused), by adding a co-response component with the goal of reducing the need for involuntary hospitalizations, Emergency Room over-utilization, and criminal charges that can potentially arise from mental health calls. Co-response clinicians would help officers respond directly to calls involving mental health. The co-response clinicians will also work hand in hand with the social workers to ensure a continuum of effective response from the call on the street to the necessary follow up after the incident.

KEY INITIATIVES



PUBLIC SPACE LAB

Cambridge Public Space Lab is anticipated to result in a new programs and events that support ways for neighbors to build community including block parties and Play Streets. Play Streets, a recent initiative of the Cambridge Public Space Lab, builds off of the successful framework of block parties to offer City support in transforming streets into places for play and learning. City staff coordinate with neighborhood hosts to provide pop-up play materials to facilitate successful Play Street events. Pop-up play materials may include yard games, athletic equipment, or other activities that encourage community building.

MAKING SPACE FOR ART

Cambridge Arts pursued and received a Technical Assistance grant from the Metropolitan Area Planning Council (MAPC) to undertake a citywide comprehensive mapping and analysis of cultural infrastructure in partnership with the cities of Boston and Somerville. The data collection effort will build on existing arts organizations' data, which is continuously updated by Cambridge's Arts & Cultural Planning Director. The research process will incorporate interviews with local cultural space operators, including production and performance, representing a wide array of creative disciplines and types of space (e.g., dance studios, artist studios, light industrial, makerspace, and flexible community space). At the end of this regional collaboration, the City of Cambridge will have a cross-municipal policy agenda with an actionable approach to guide development, use, enforcement, and preservation of cultural infrastructure.

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

1

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.



2

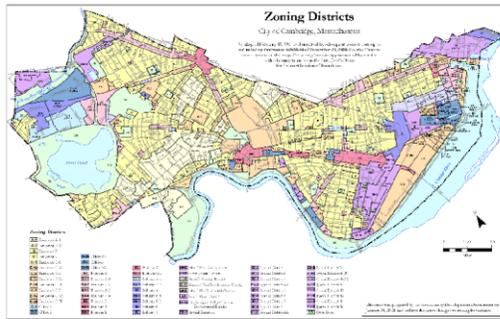
3

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

- Each departmental section of the operating budget begins with an overview of that department's core work and functions.
- The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- 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.

1 INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL



Map of base zoning districts

2 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.

4 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.

5

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

6

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

- 1 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.
- 2 Each division overview page begins with a description of the division's mission, programs, and services in greater detail than appears on the departmental summary page.
- 3 Many divisions include images to provide further context for their work.
- 4 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.
- 5 Each performance measure ties to a specific objective above.
- 6 This table displays division-specific expenditures and full-time budgeted employees.

GUIDE TO THE BUDGET

PUBLIC INVESTMENT BUDGET - PROJECT PAGES

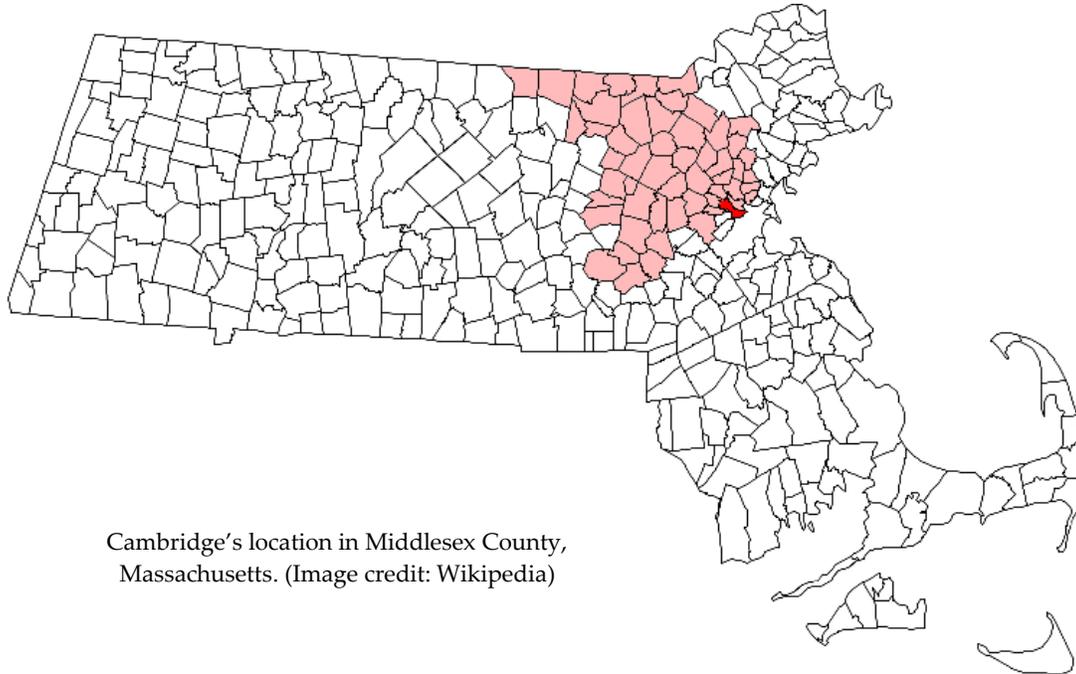
GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

FY24 PROJECT DESCRIPTION		CITY COUNCIL GOALS				
<p>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.</p>						
IMPACT ON OPERATING BUDGET						
<p>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.).</p>						
5-YEAR APPROPRIATION PLAN						
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						
<p>The City expects Participatory Budgeting funding to be \$1,000,000 per year through FY28.</p>						
PROJECT VISUAL		STATUS OF PRIOR YEAR PROJECTS				
		<p>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.</p>				

- 1 Public Investment project pages begin by listing the function the project falls under (e.g. General Government, Public Safety) at the top, followed by the project title.
- 2 This section describes the work that will be done with FY24 capital funds.
- 3 Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section I for a list of City Council goals and corresponding icons.
- 4 This section describes how the project will financially impact the operating budget (if at all).
- 5 The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- 6 This section describes how future funding allocations will be used.
- 7 Projects include an image to provide further context for the work that will be done.
- 8 This section describes how prior year funding for the project (if any exists) was used.

CITY OF CAMBRIDGE PROFILE



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.

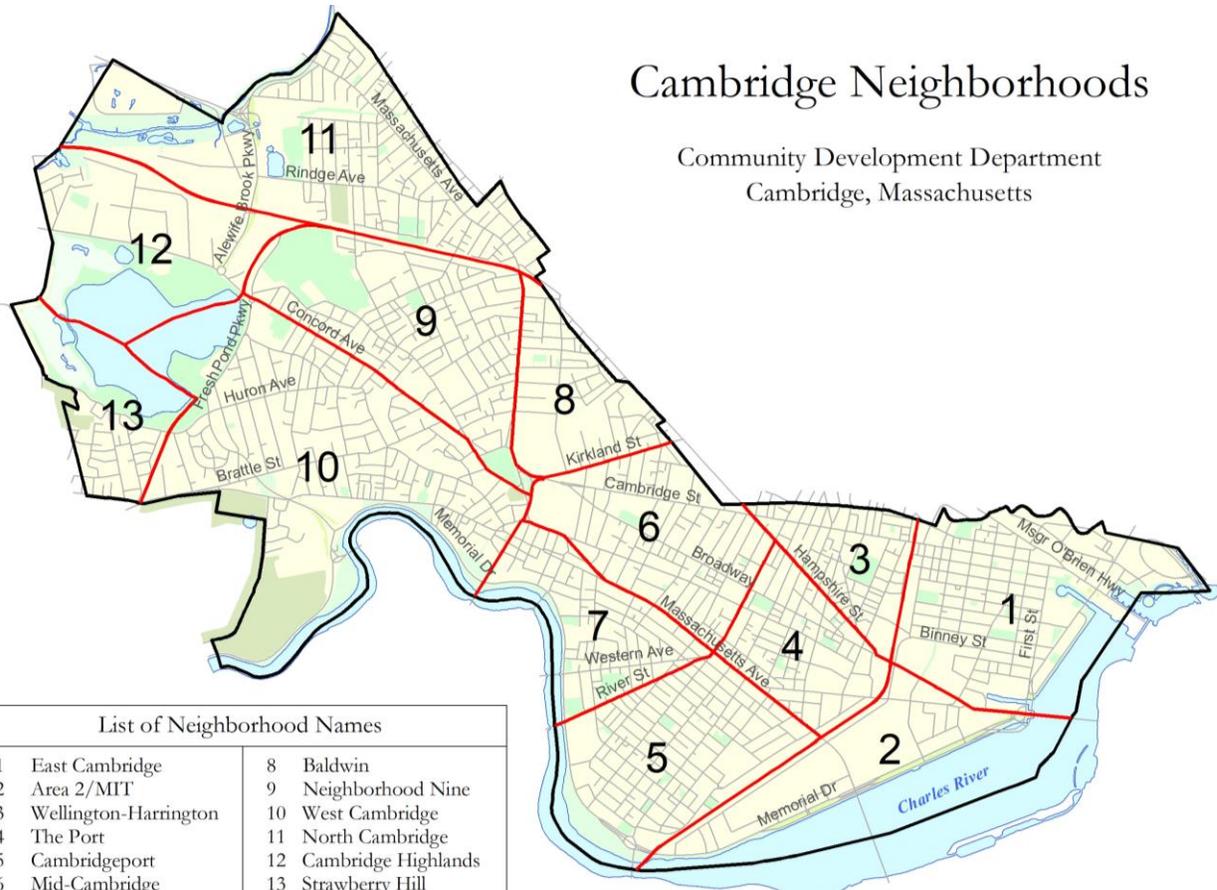
DEMOGRAPHIC SUMMARY

- 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



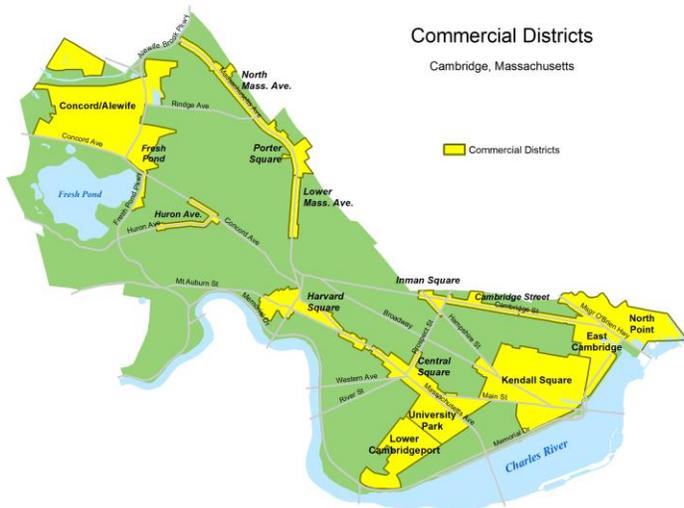
List of Neighborhood Names	
1 East Cambridge	8 Baldwin
2 Area 2/MIT	9 Neighborhood Nine
3 Wellington-Harrington	10 West Cambridge
4 The Port	11 North Cambridge
5 Cambridgeport	12 Cambridge Highlands
6 Mid-Cambridge	13 Strawberry Hill
7 Riverside	

- 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)

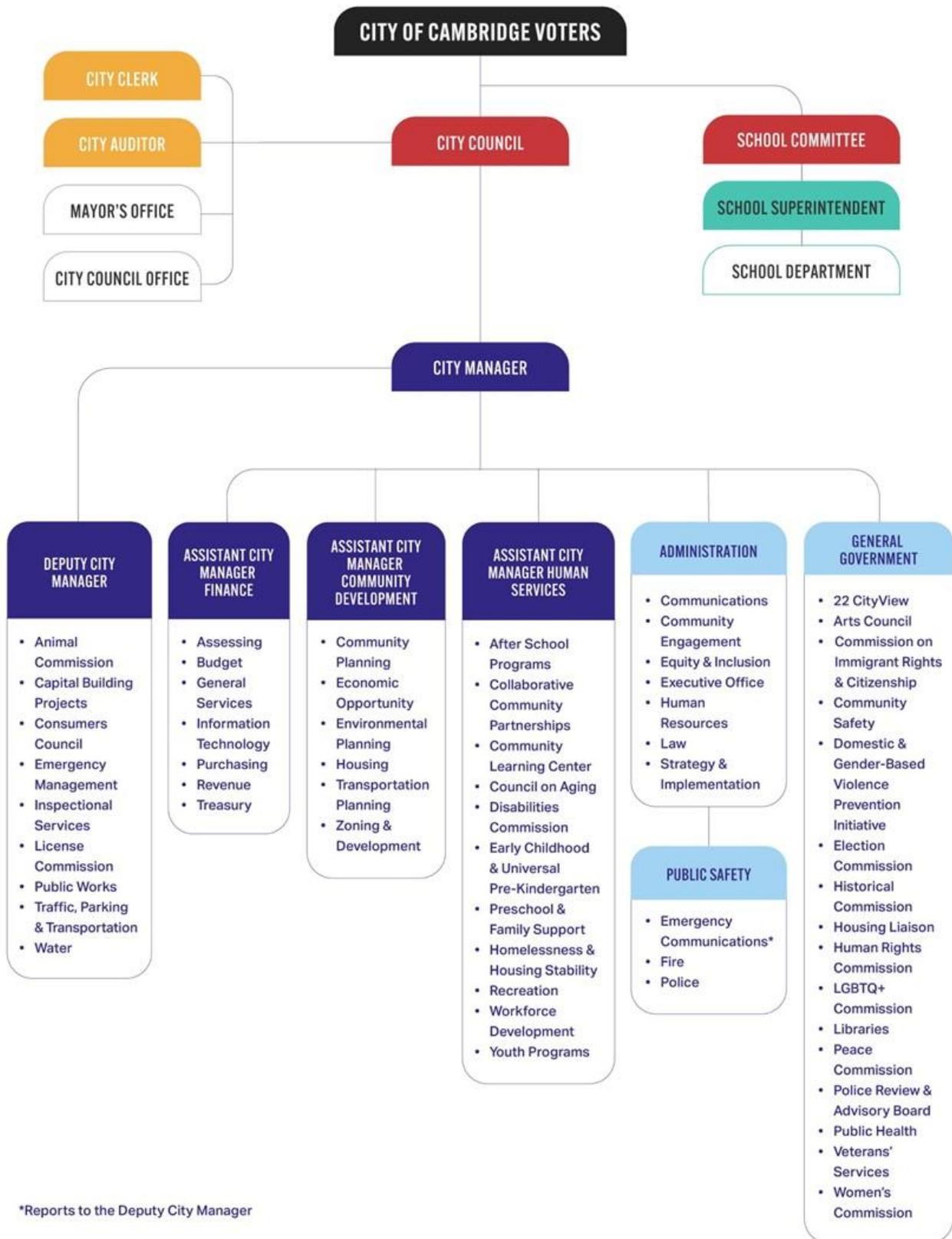
- The City’s 2021 per capita personal income of \$91,795 is equivalent to the Boston metro area average and higher than the Massachusetts and U.S. averages (Source: US Bureau of Economic Analysis, 2022).
- 2022 Quarter 2 employment totaled 144,355 jobs, with private sector employment comprising 95.5% 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.



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



DEPARTMENT DIRECTORY

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

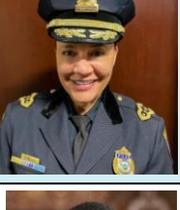
DEPARTMENT DIRECTORY

<p>CITY MANAGER'S OFFICE</p>		<p>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</p>
<p>COMMUNICATION OFFICE</p>		<p>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</p>
<p>COMMUNITY DEVELOPMENT DEPARTMENT</p>		<p>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</p>
<p>COMMUNITY SAFETY</p>		<p>Interim Director: Liz Speakman Address: 689 Massachusetts Avenue Phone: (617) 349-3290 Email: espeakman@cambridgema.gov Website: cambridgesafety.org</p>
<p>CONSUMERS' COUNCIL</p>		<p>Executive Director: Laura Nichols Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6150 Email: consumer@cambridgema.gov Website: http://www.cambridgema.gov/consumerscouncil</p>
<p>ELECTION COMMISSION</p>		<p>Executive Director: Tanya Ford Address: 51 Inman Street, 2nd floor Phone: (617) 349-4361 Email: elections@cambridgema.gov Website: http://www.cambridgema.gov/election</p>
<p>EMERGENCY COMMUNICATIONS</p>		<p>Director: Christina Giacobbe Address: 125 Sixth Street Phone: (617) 349-6911 Email: ecadminrequests@cambridge911.org Website: http://www.cambridgema.gov/ec1</p>
<p>EQUITY AND INCLUSION</p>		<p>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</p>

DEPARTMENT DIRECTORY

<p>FINANCE DEPARTMENT</p>		<p>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</p>
<p>FIRE DEPARTMENT</p>		<p>Acting Fire Chief: Thomas Cahill Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: http://www.cambridgema.gov/cfd</p>
<p>HISTORICAL COMMISSION</p>		<p>Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: http://www.cambridgema.gov/historic</p>
<p>HUMAN RESOURCES</p>		<p>Director: Sheila Keady Rawson Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4332 Email: skeady@cambridgema.gov Website: http://www.cambridgema.gov/personnel</p>
<p>HUMAN RIGHTS COMMISSION</p>		<p>Executive Director: Jennifer Mathews Address: 51 Inman Street, 2nd floor Phone: (617) 349-4396 Email: hrc@cambridgema.gov Website: http://www.cambridgema.gov/hrc</p>
<p>HUMAN SERVICE PROGRAMS</p>		<p>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</p>
<p>INFORMATION TECHNOLOGY DEPARTMENT</p>		<p>Director: Patrick McCormick Address: 831 Massachusetts Avenue, 2nd floor Phone: 617-349-9190 Email: pmccormick@cambridgema.gov Website: http://www.cambridgema.gov/itd</p>
<p>INSPECTIONAL SERVICES</p>		<p>Acting Commissioner: Peter McLaughlin Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6100 Email: inspectionalservices@cambridgema.gov Website: http://www.cambridgema.gov/inspection</p>

DEPARTMENT DIRECTORY

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

DEPARTMENT DIRECTORY

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

BENCHMARKS – GENERAL GOVERNMENT

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

PER CAPITA PERSONAL INCOME

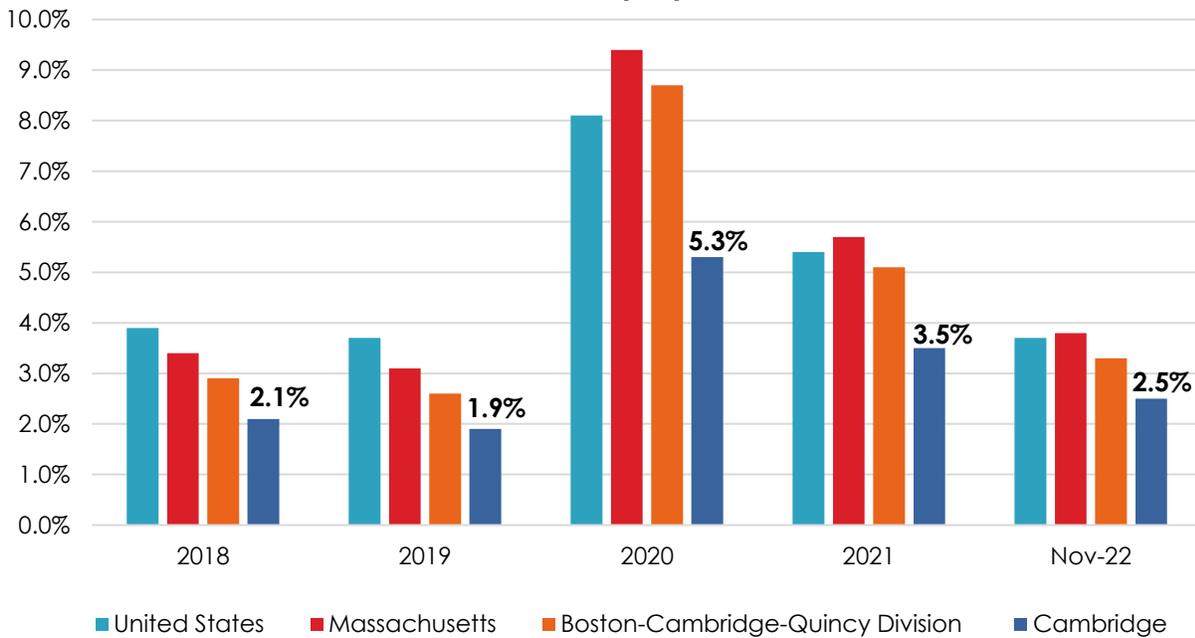
	2017	2018	2019	2020	2021	AVERAGE
United States	\$56,943	\$58,031	\$59,598	\$62,570	\$64,100	\$57,084
Massachusetts	\$73,698	\$75,196	\$77,588	\$82,048	\$83,653	\$74,325
Boston MSA*	\$81,321	\$83,232	\$85,974	\$90,266	\$92,290	\$82,074
Cambridge**	\$80,646	\$82,574	\$85,766	\$89,740	\$91,715	\$81,576
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.

BENCHMARKS – GENERAL GOVERNMENT

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 2022¹

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

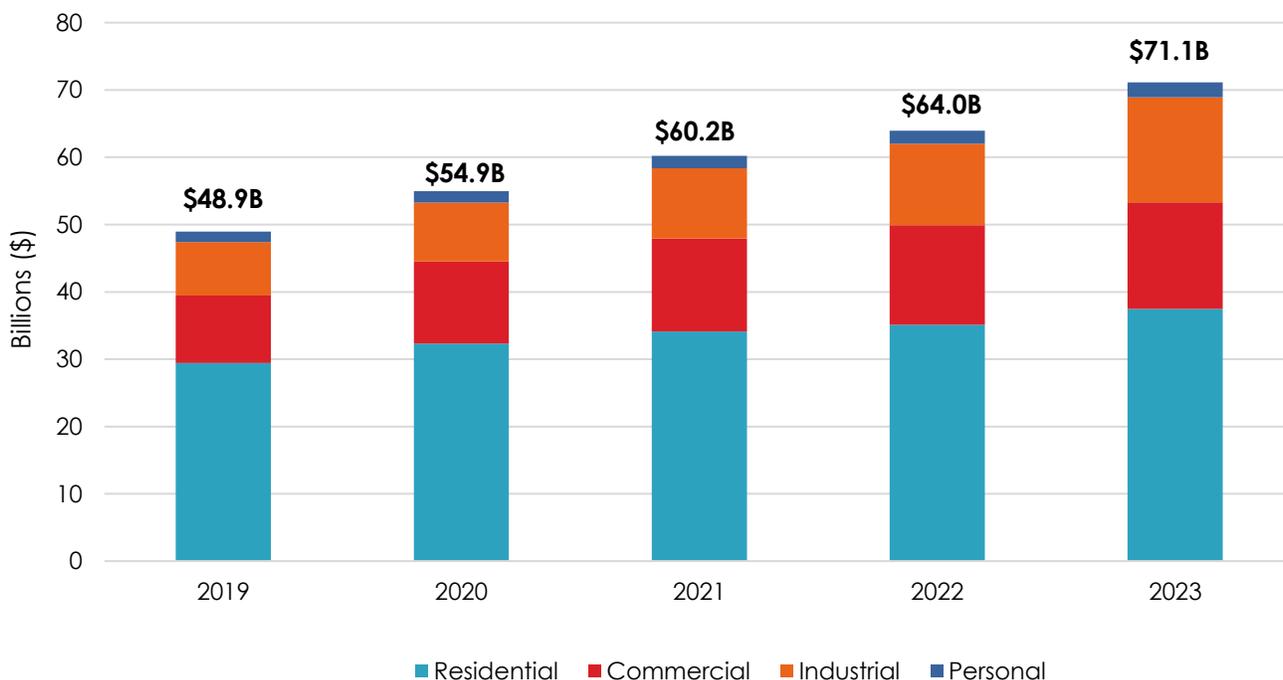
BENCHMARKS – GENERAL GOVERNMENT

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.

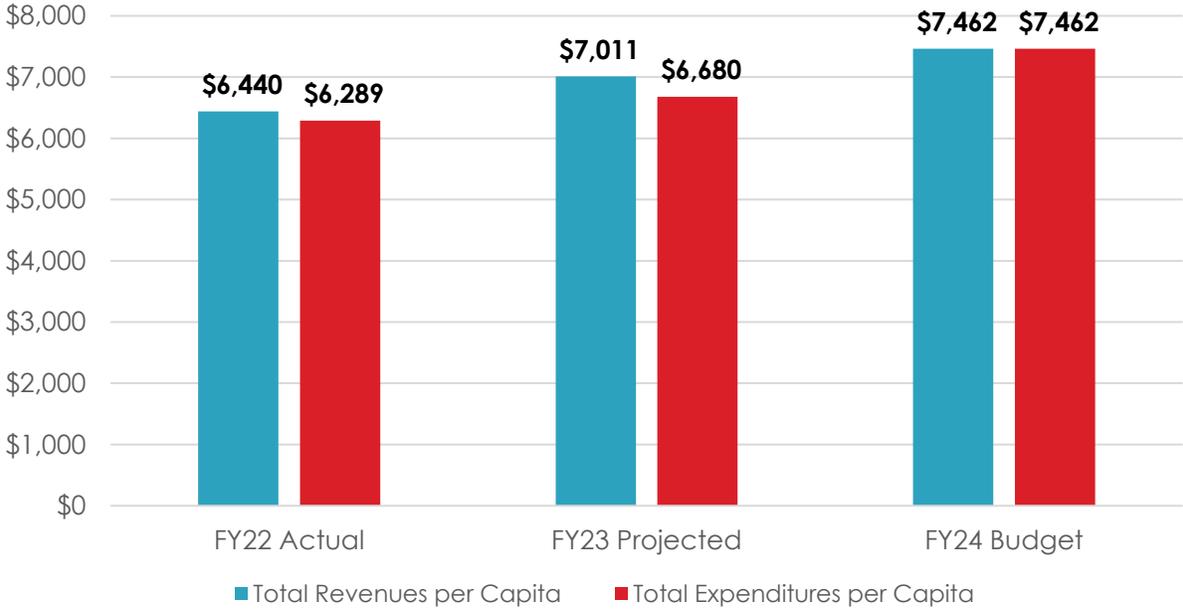
Assessed Valuation



Source: City of Cambridge, Assessing Department.

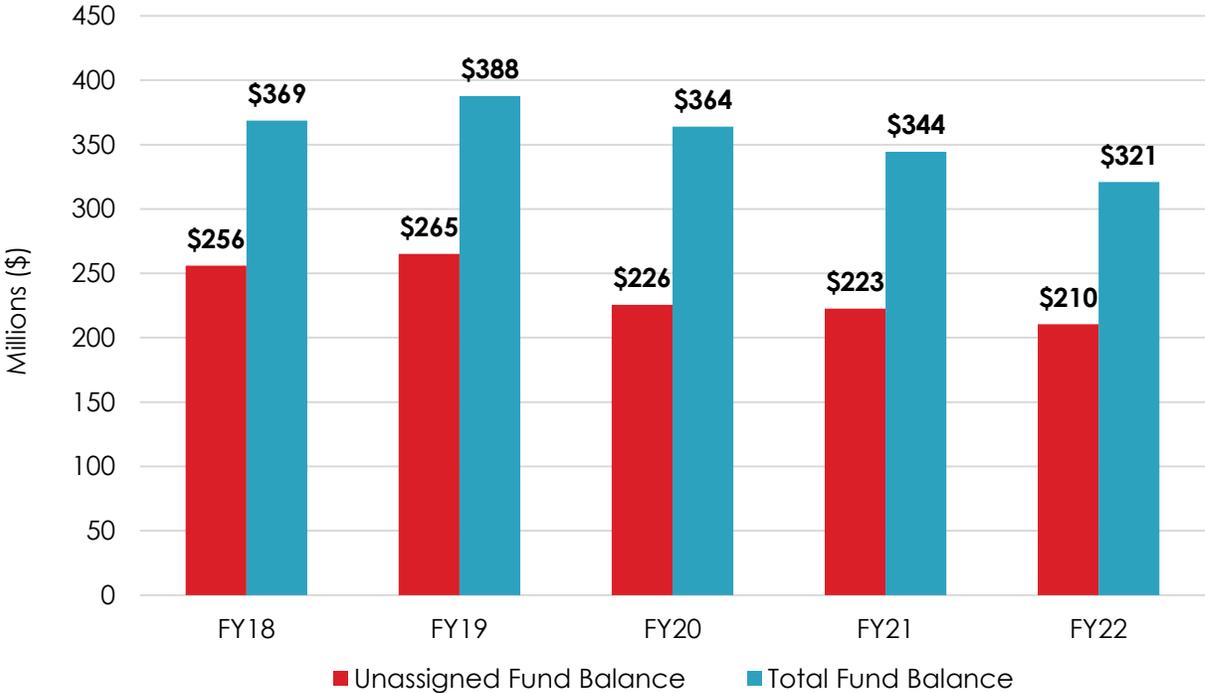
BENCHMARKS – GENERAL GOVERNMENT

City of Cambridge per Capita Revenue and Expenditures



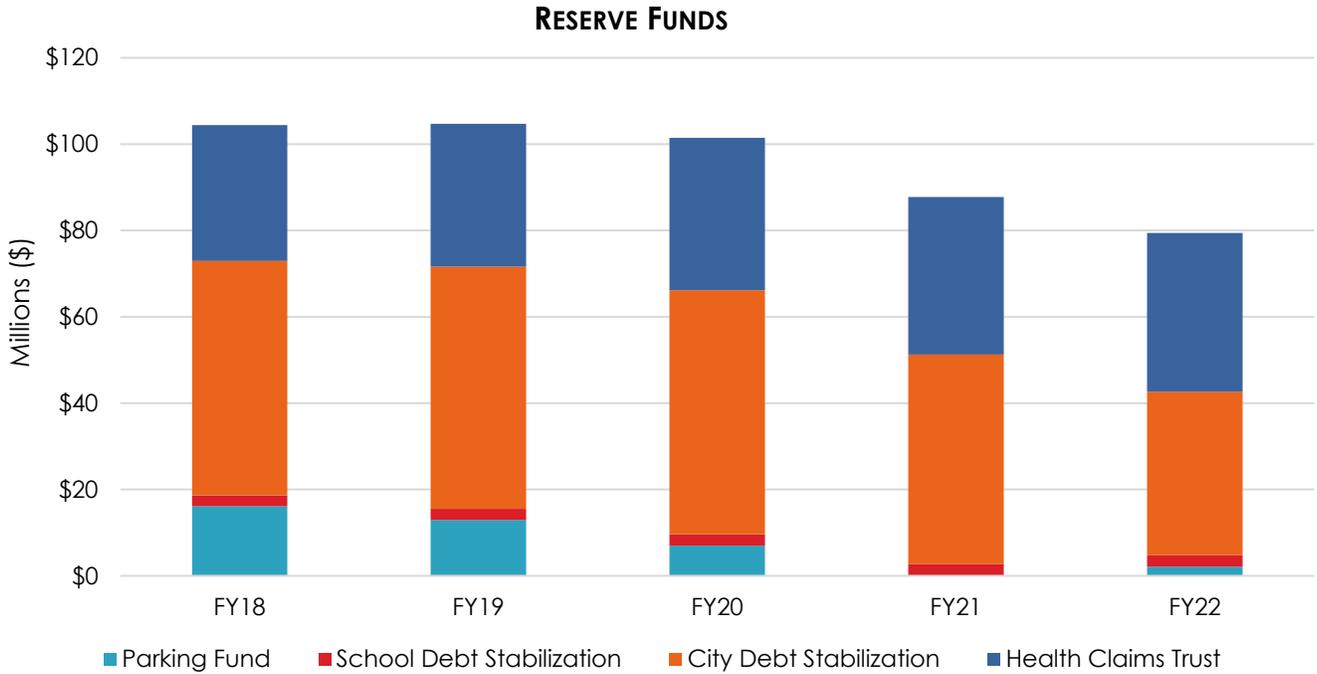
Note: The 2020 U.S. Census figure of 118,403 was used as the population for these calculations.

General Fund Balances

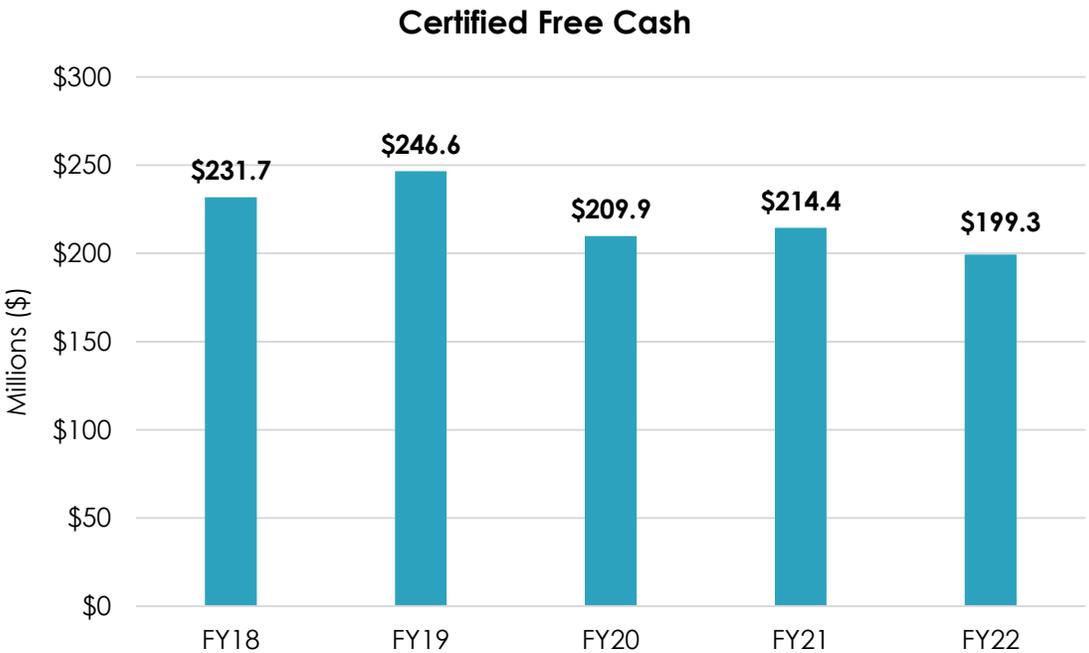


Note: The General Fund serves as the chief operating fund of the City.

BENCHMARKS – GENERAL GOVERNMENT



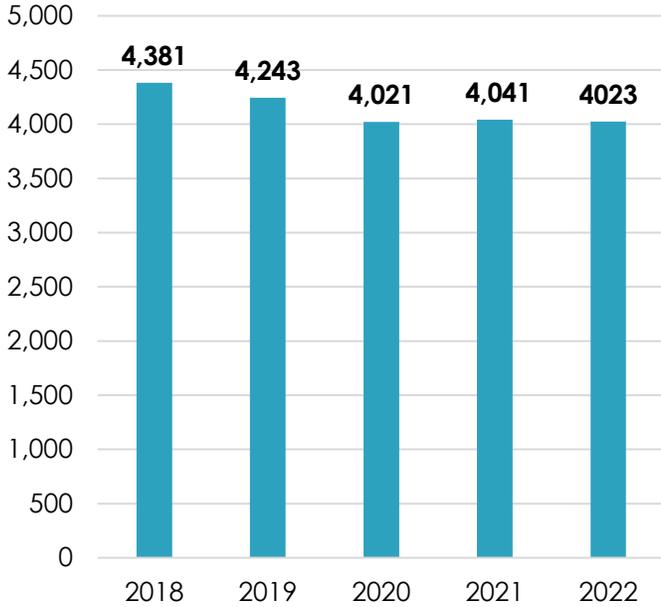
*Fiscal Year 18 reserve fund changed to a cash basis. Reserve funds protect the City from unexpected expenses and potential shortfalls in revenue. Source: City of Cambridge, Finance Department.



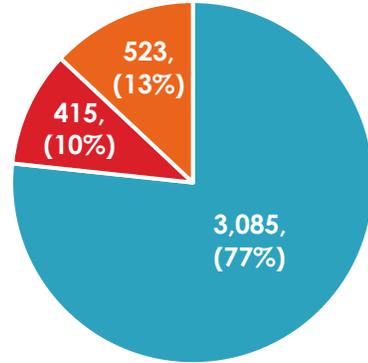
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue’s Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown 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

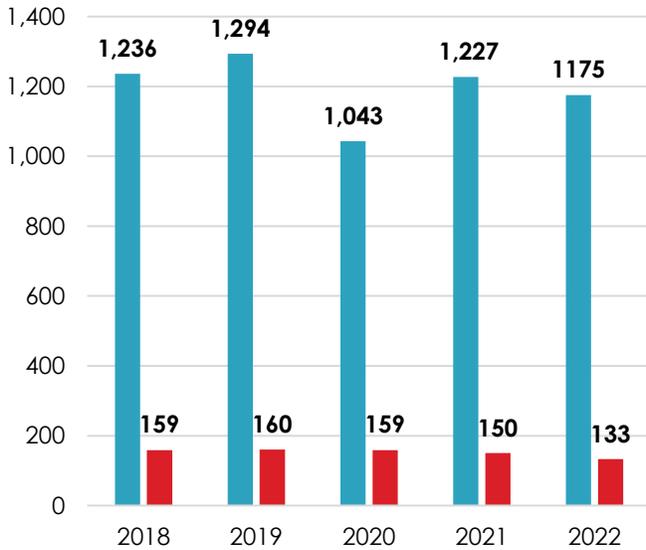


Births Recorded in Cambridge in 2022



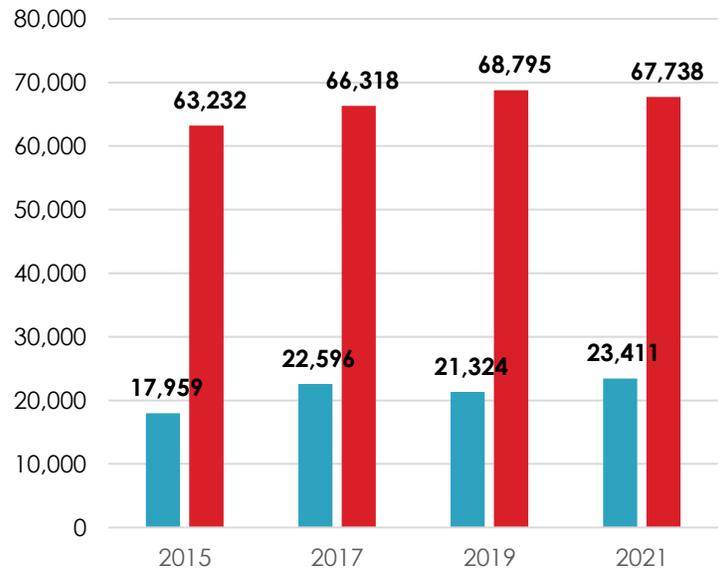
- Non-residents born in Cambridge
- Cambridge residents born in Cambridge
- Cambridge residents born outside of Cambridge

Cambridge Marriage Licenses & Domestic Partnership Filings



- Marriage Intentions
- Domestic Partnerships

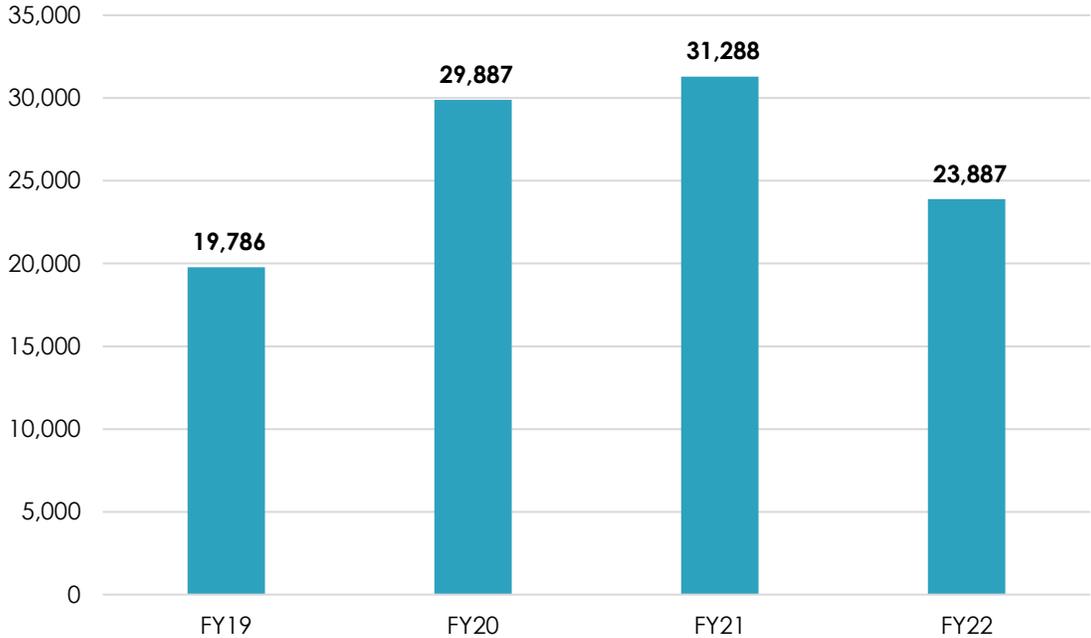
Voters in Municipal Elections



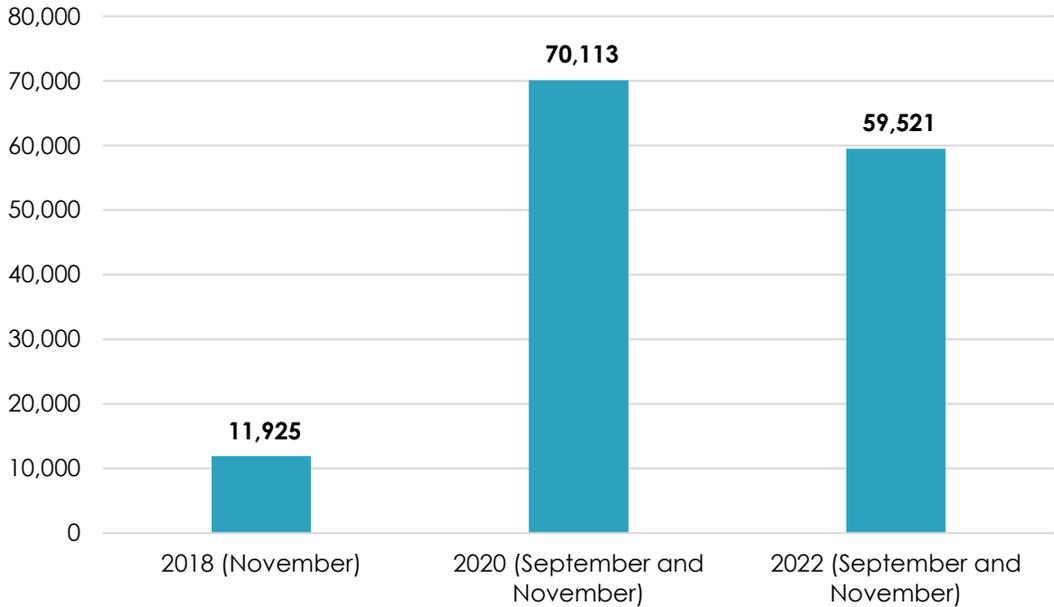
- Number of residents who voted
- Number of residents registered to vote

BENCHMARKS – GENERAL GOVERNMENT

Newly Registered Voters in Cambridge

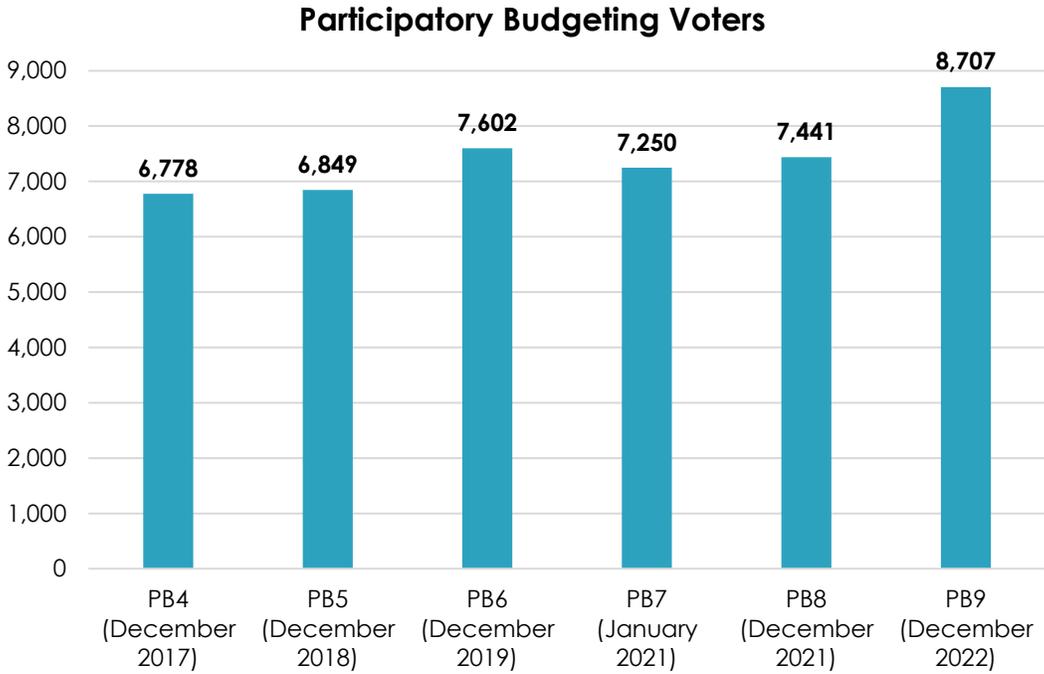


Early Voting Ballots Processed

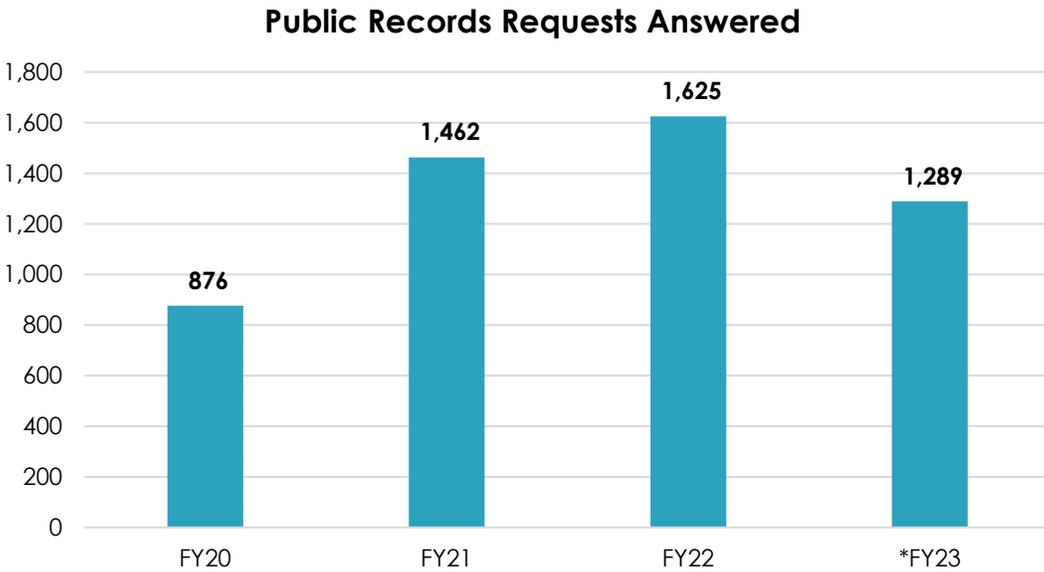


Note: 2020 and 2022 include the September Primary Election and November Election.

BENCHMARKS – GENERAL GOVERNMENT



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

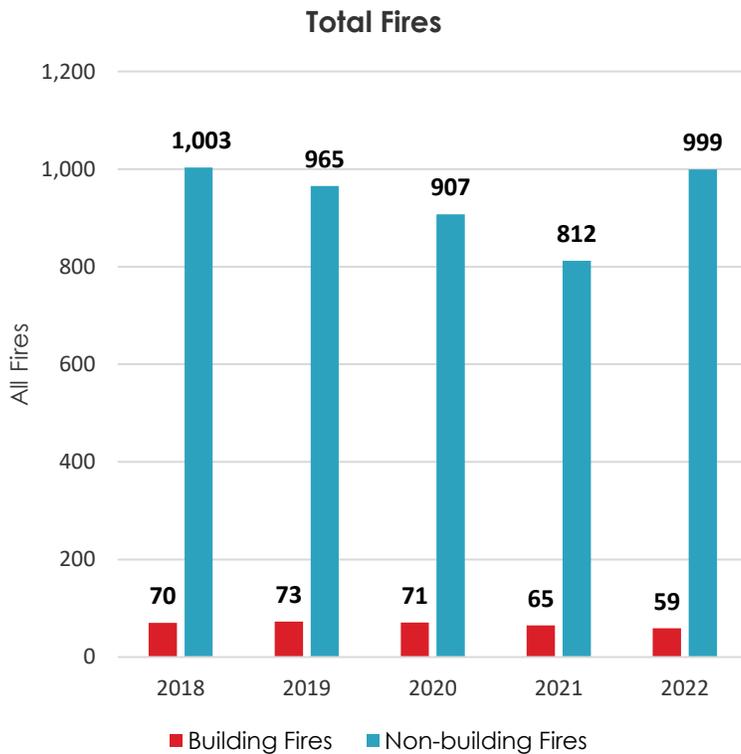


*Note: FY23 shows public records requests answered between July 1, 2022, and March 31, 2023.

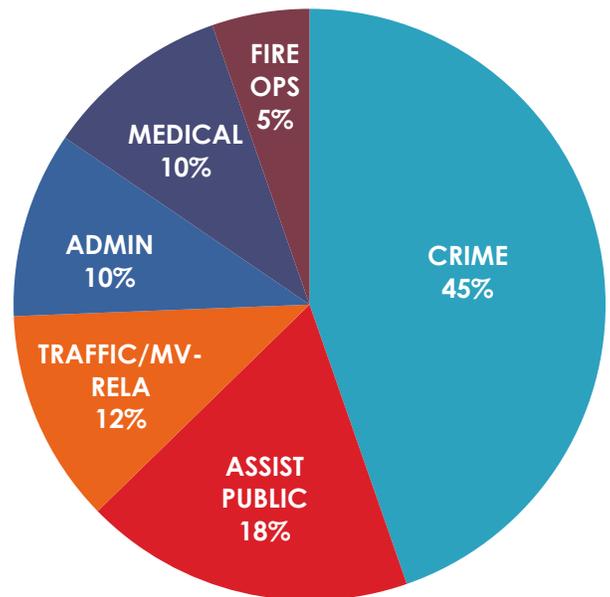
BENCHMARKS - Public Safety

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%



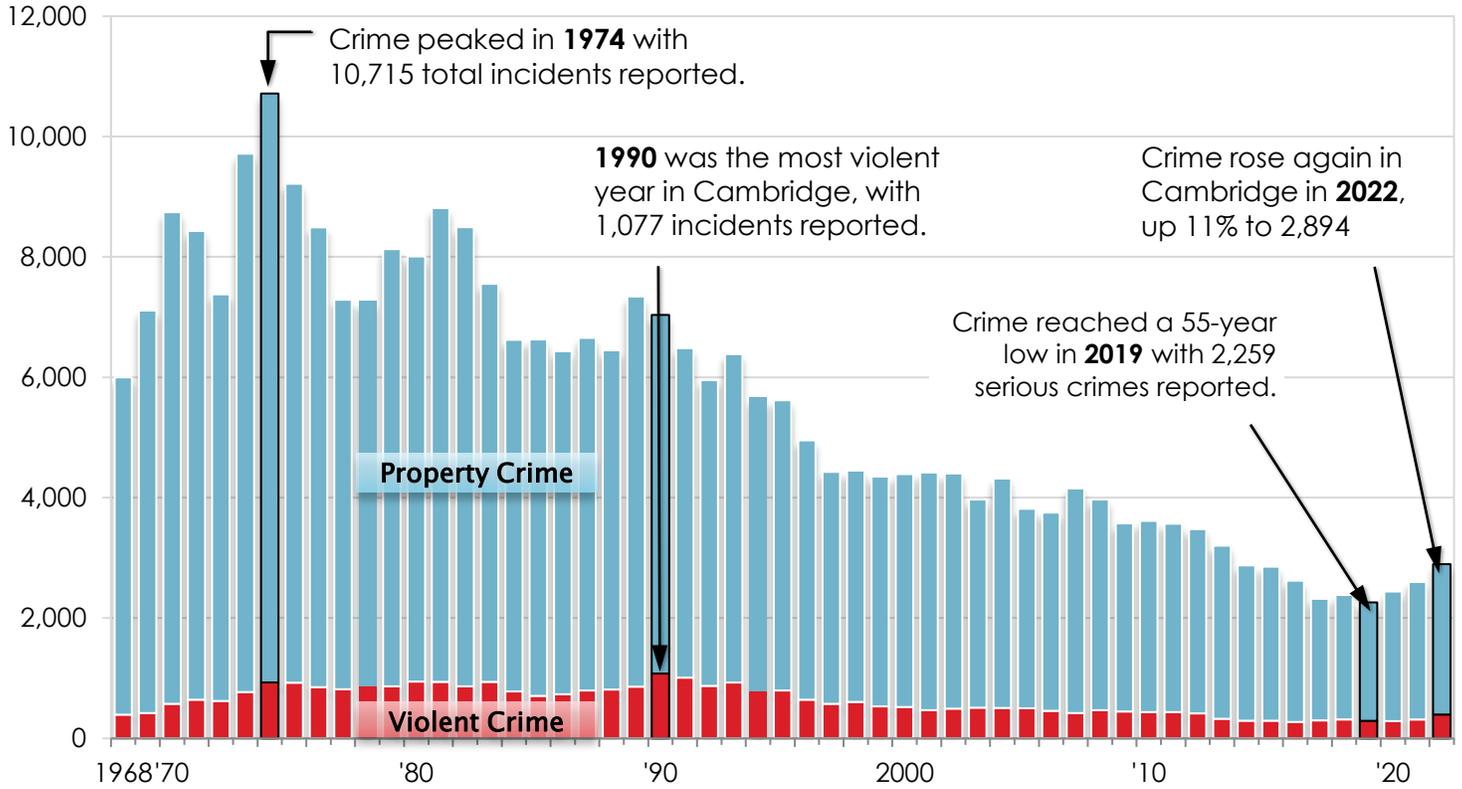
EMERGENCY COMMUNICATIONS: FY22 INCIDENT CATEGORIES (123,197 TOTAL INCIDENTS)



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.

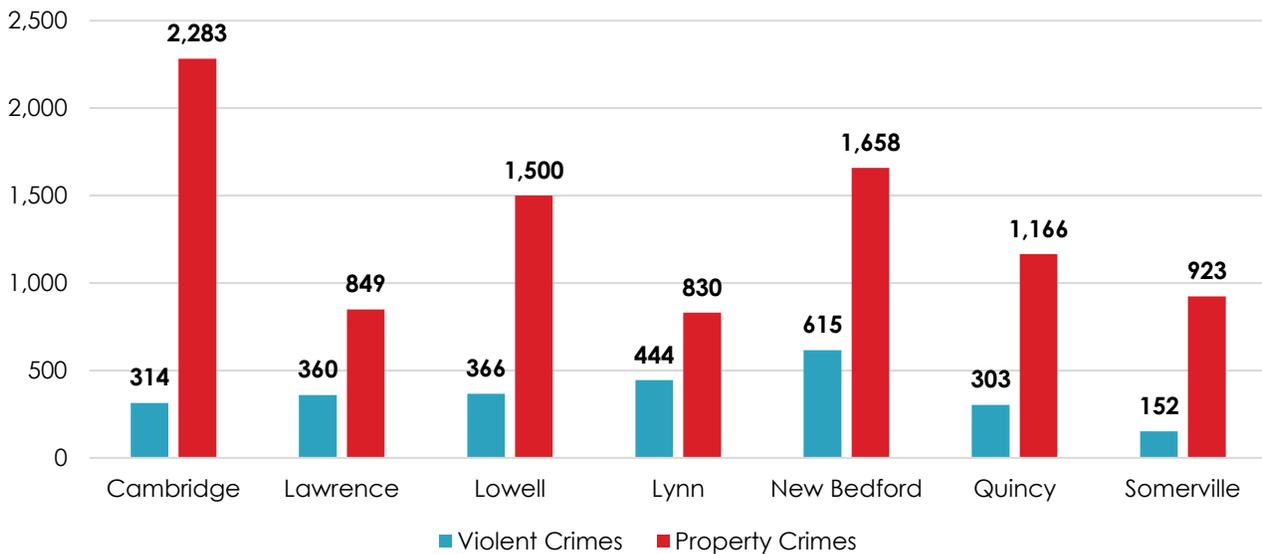
BENCHMARKS - PUBLIC SAFETY

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



*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)



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

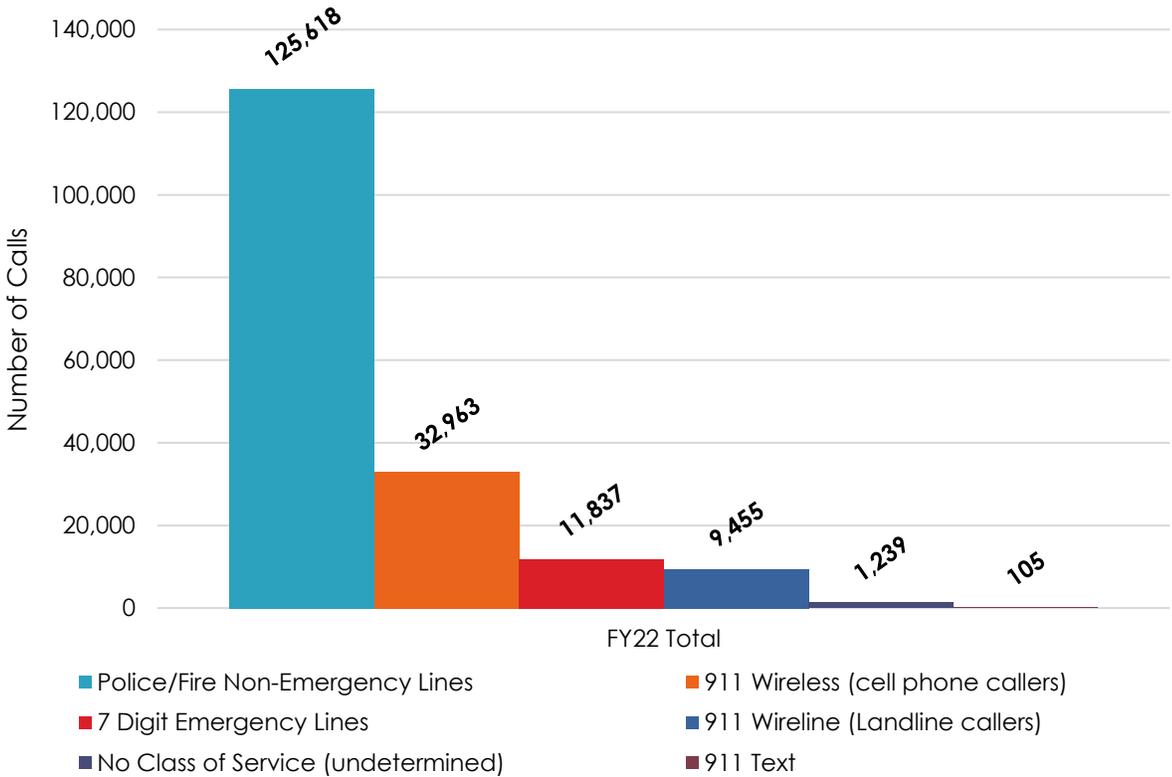
COMPARISON OF 2021 AND 2022 CAMBRIDGE CRIME INDEX

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%

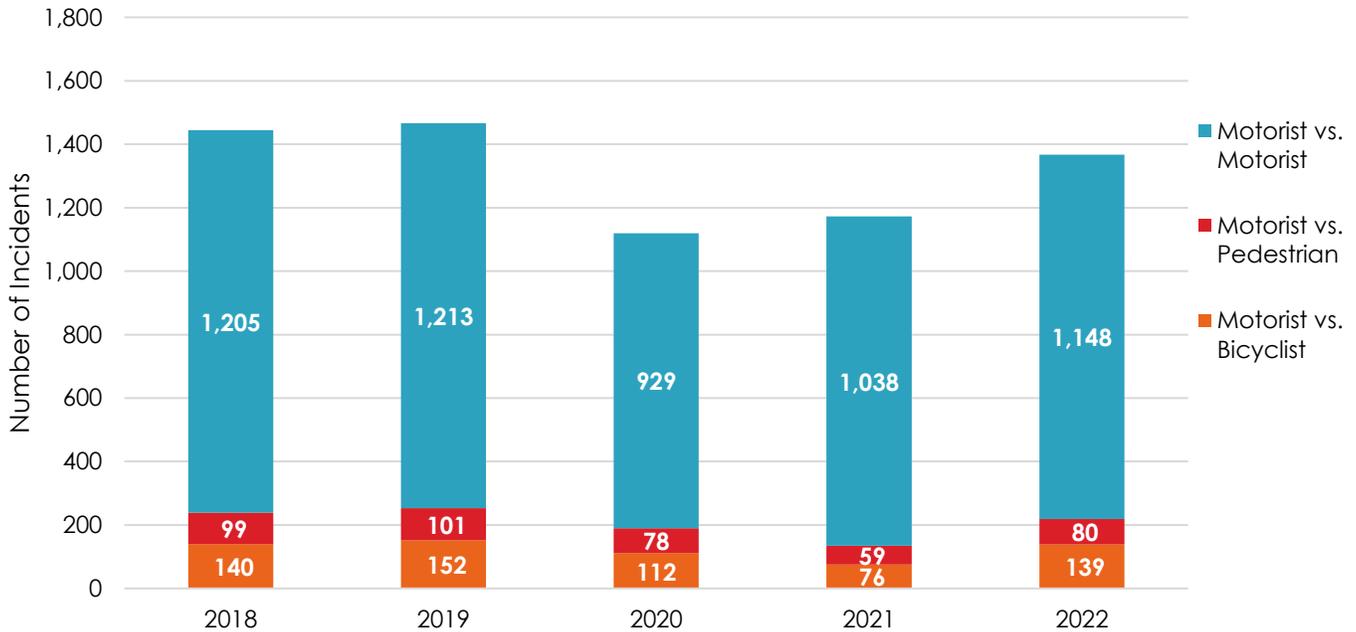
*One residential burglary was removed from the 2021 Cambridge Crime Index.

BENCHMARKS – PUBLIC SAFETY

FY22 ECC Call Type Volume

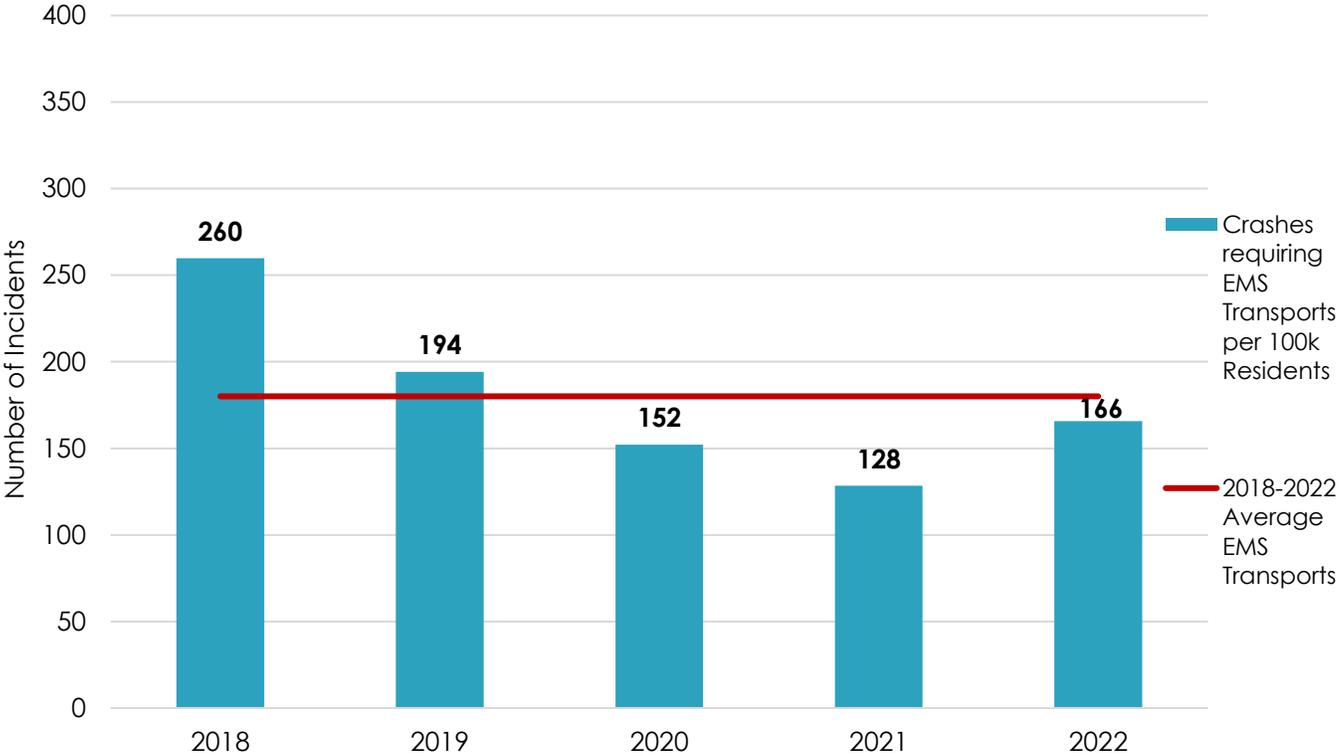


Reportable Motor Vehicle Crashes - Fiscal Year 2018-2022

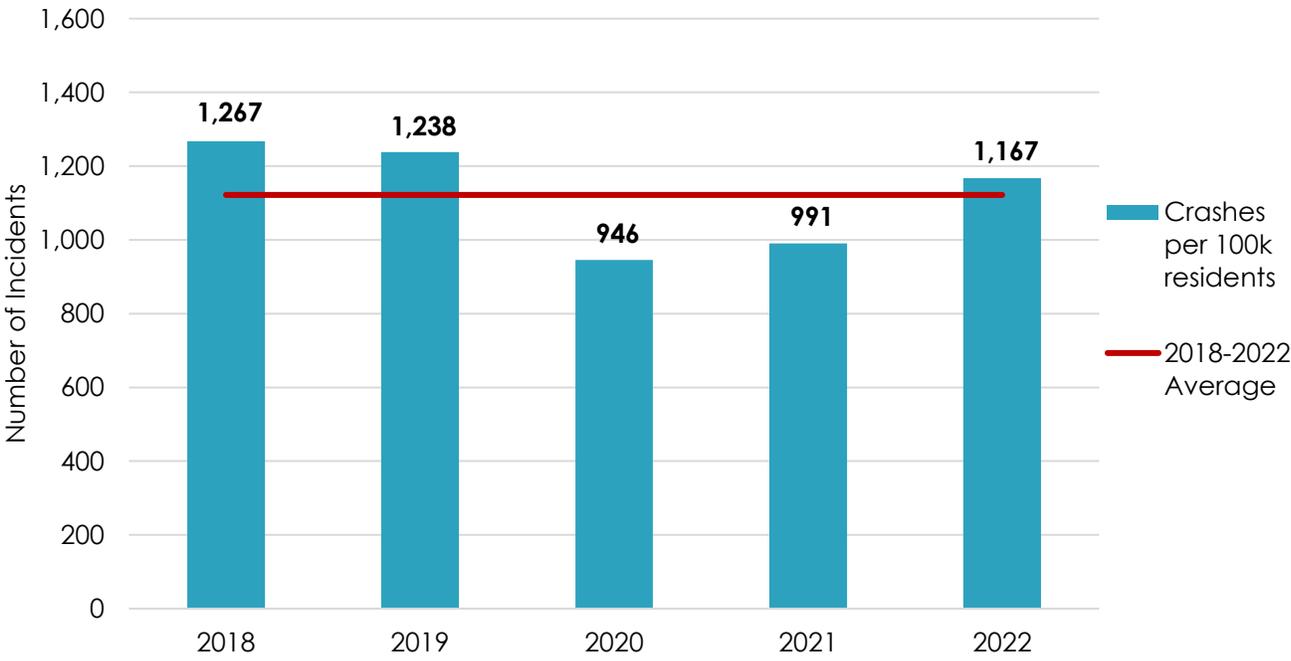


BENCHMARKS – PUBLIC SAFETY

Crashes Resulting in EMS Transport per 100k Residents

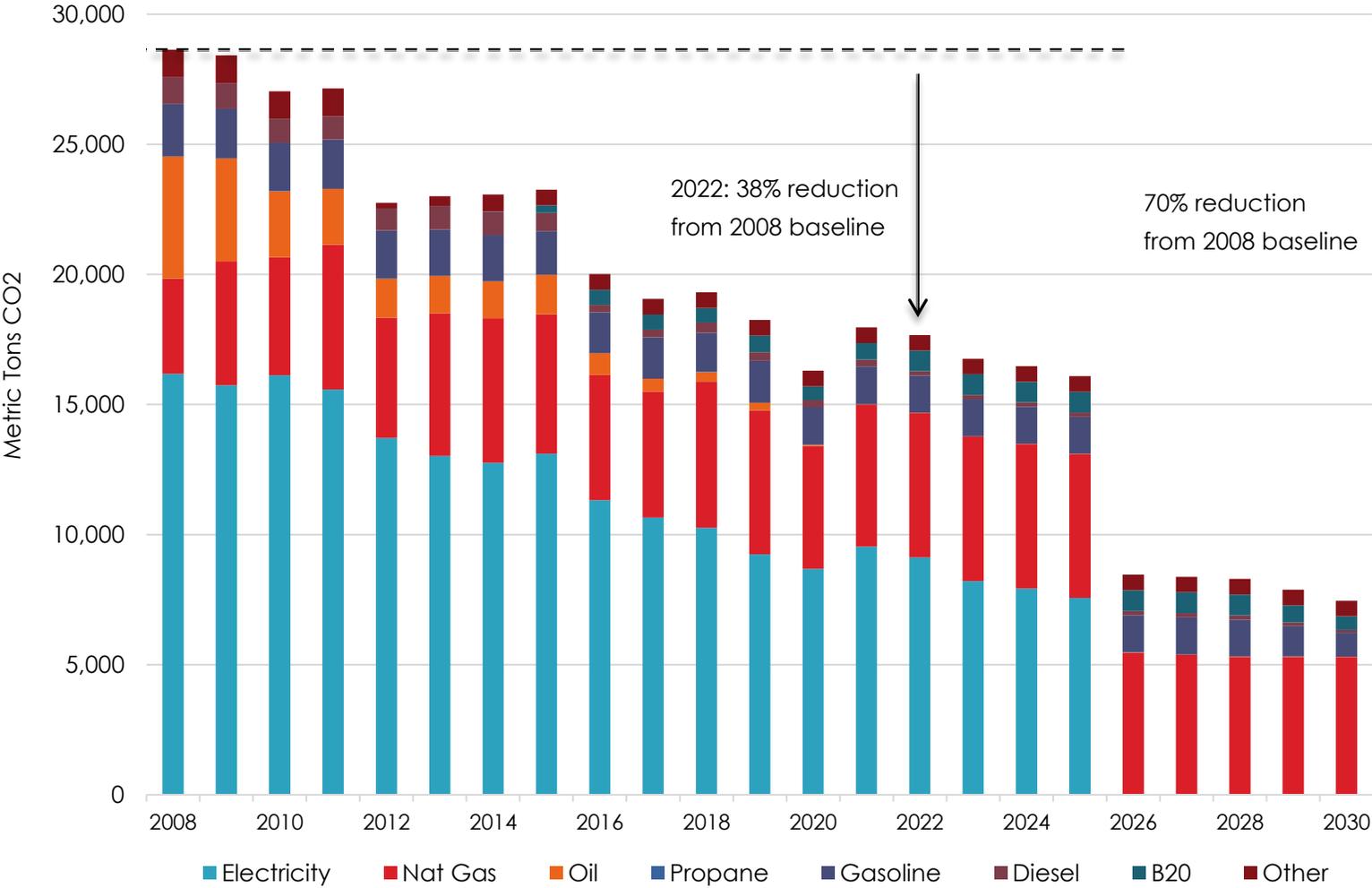


All Reportable Crashes per 100k Residents



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

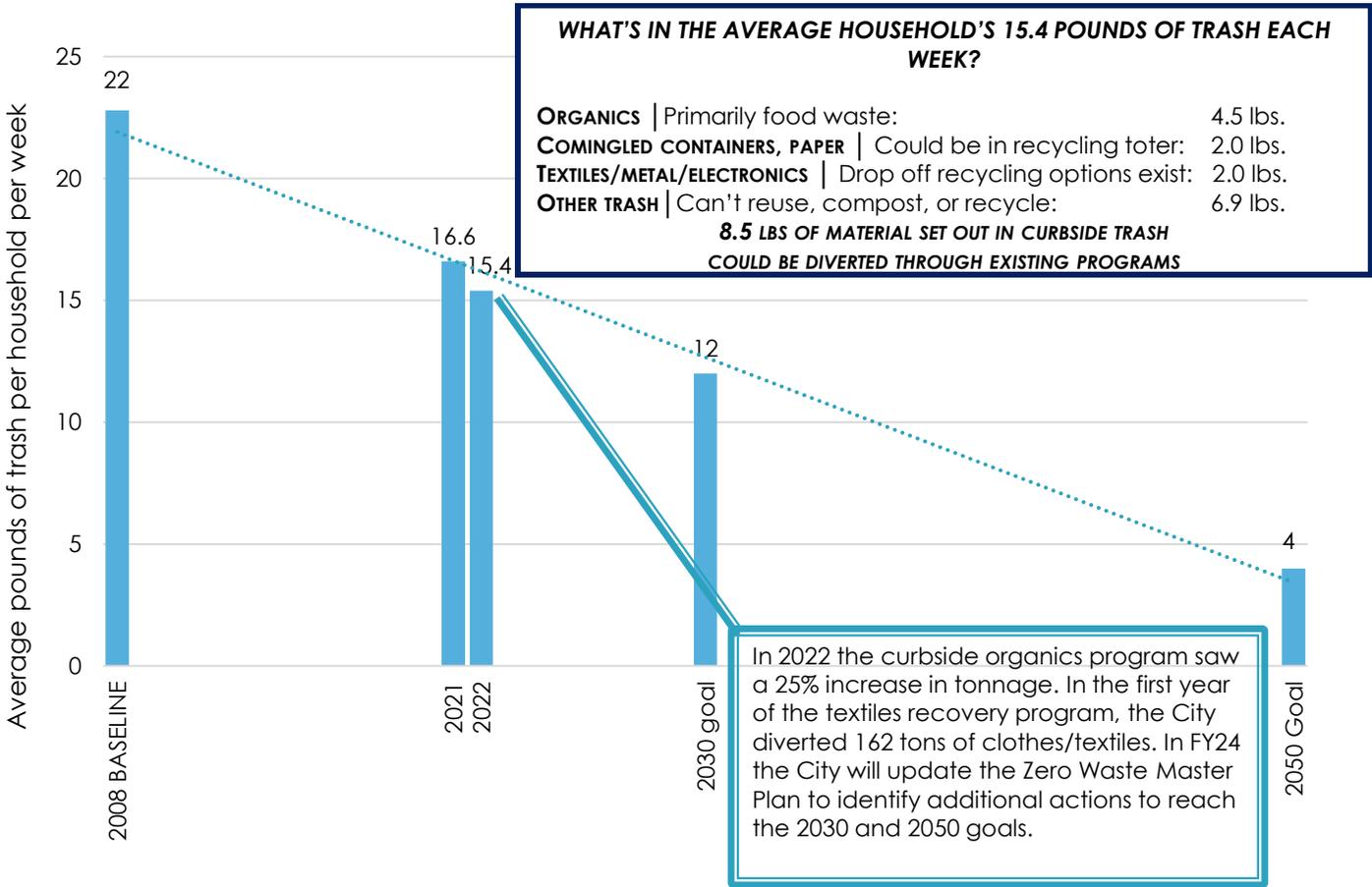
Estimated Municipal Operations GHG Emissions with 100% Renewable Electricity



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.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

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

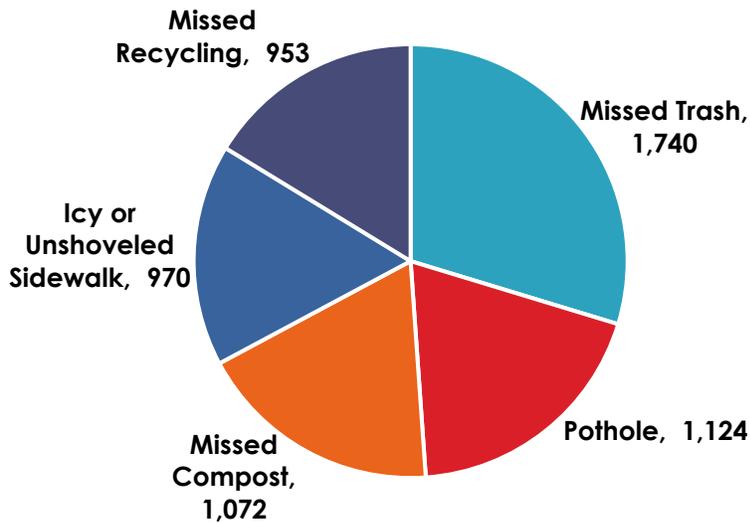


Note: The City is working to reduce trash through initiatives such as curbside organics collection, textiles recovery, and continued efforts to improve curbside recycling rates. The chart above shows the City’s progress in meeting the goals of the Cambridge Zero Waste Master Plan, which calls for reducing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

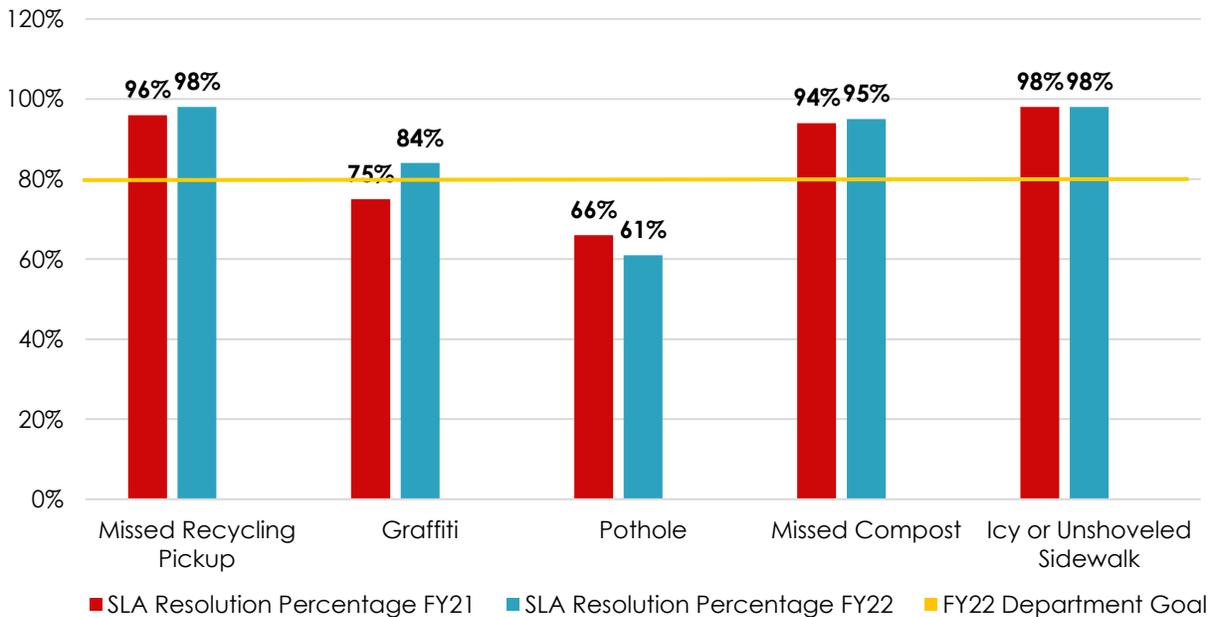
TOP FIVE* COMMONWEALTH CONNECT CATEGORIES REPORTED FY22



*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.

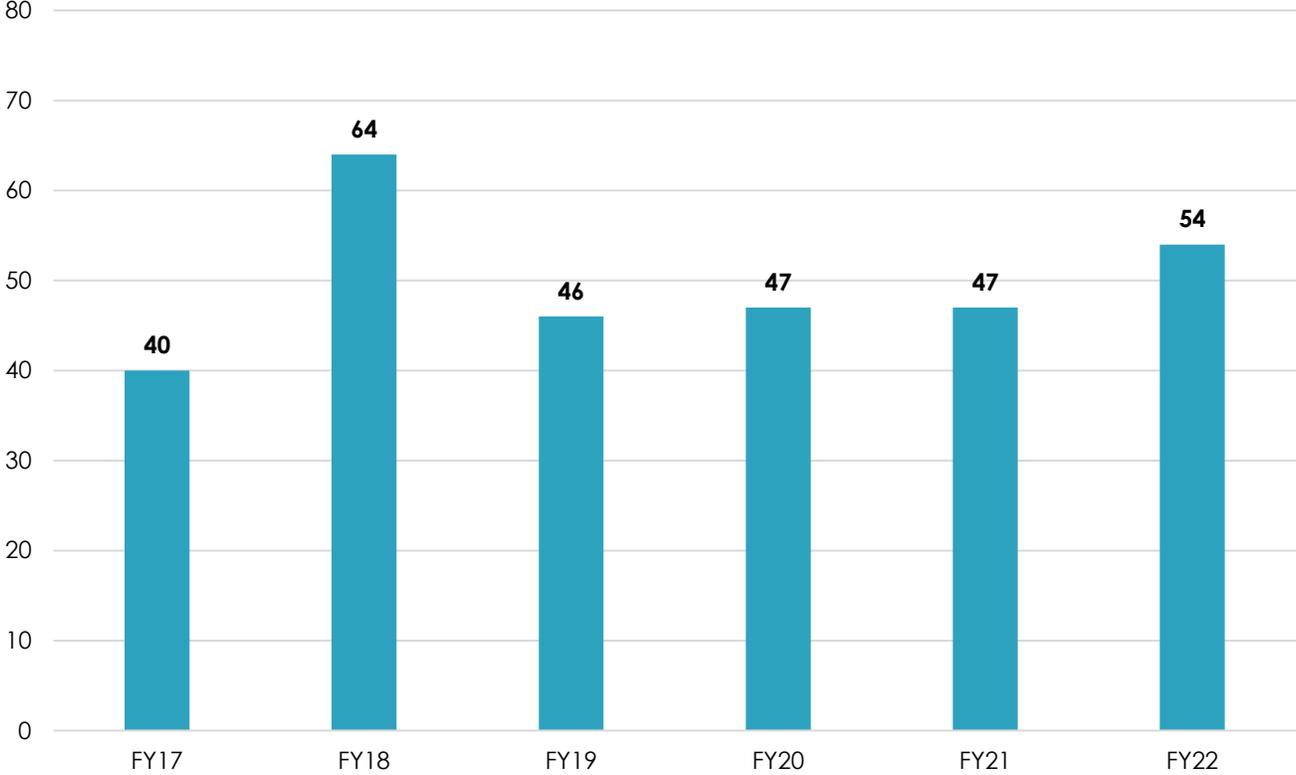
Each category of requests is assigned a Service Level Agreement (SLA). The SLA establishes a set amount of time in which residents can reasonably expect a request to be resolved. Public Works’ goal is to address 80% of requests within their given category’s service level agreement. Because of pandemic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

PERCENTAGE OF ISSUES RESOLVED WITHIN SERVICE LEVEL AGREEMENT (FY21 vs. FY22)

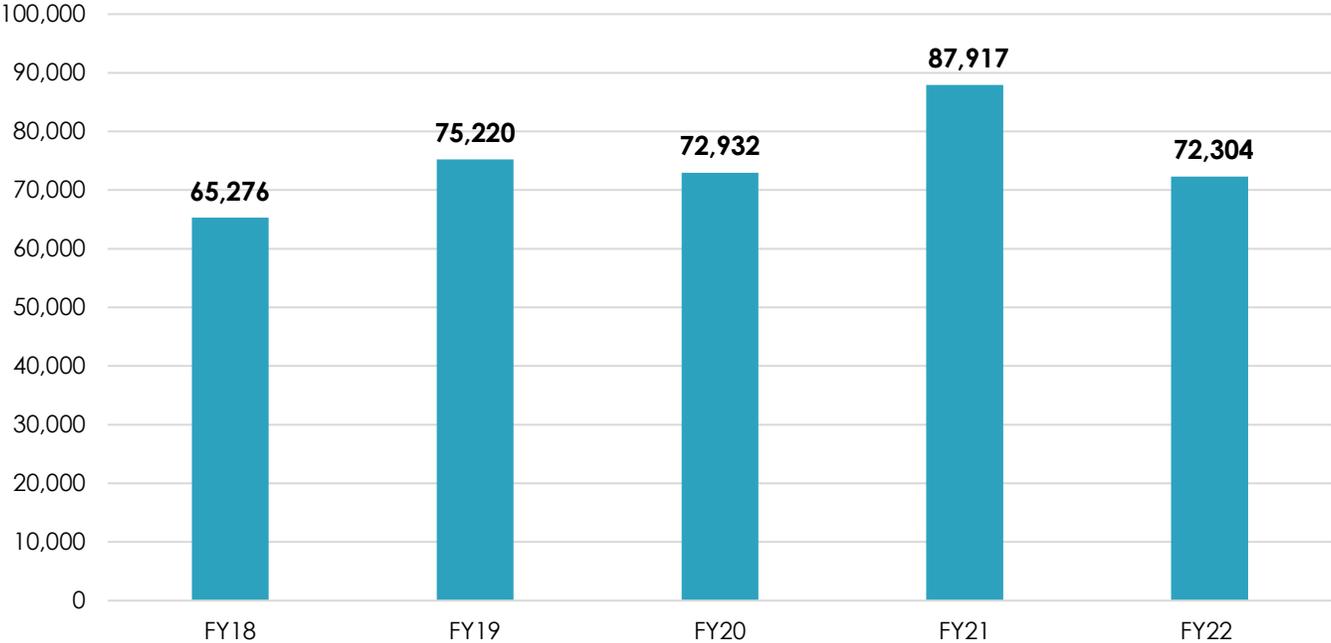


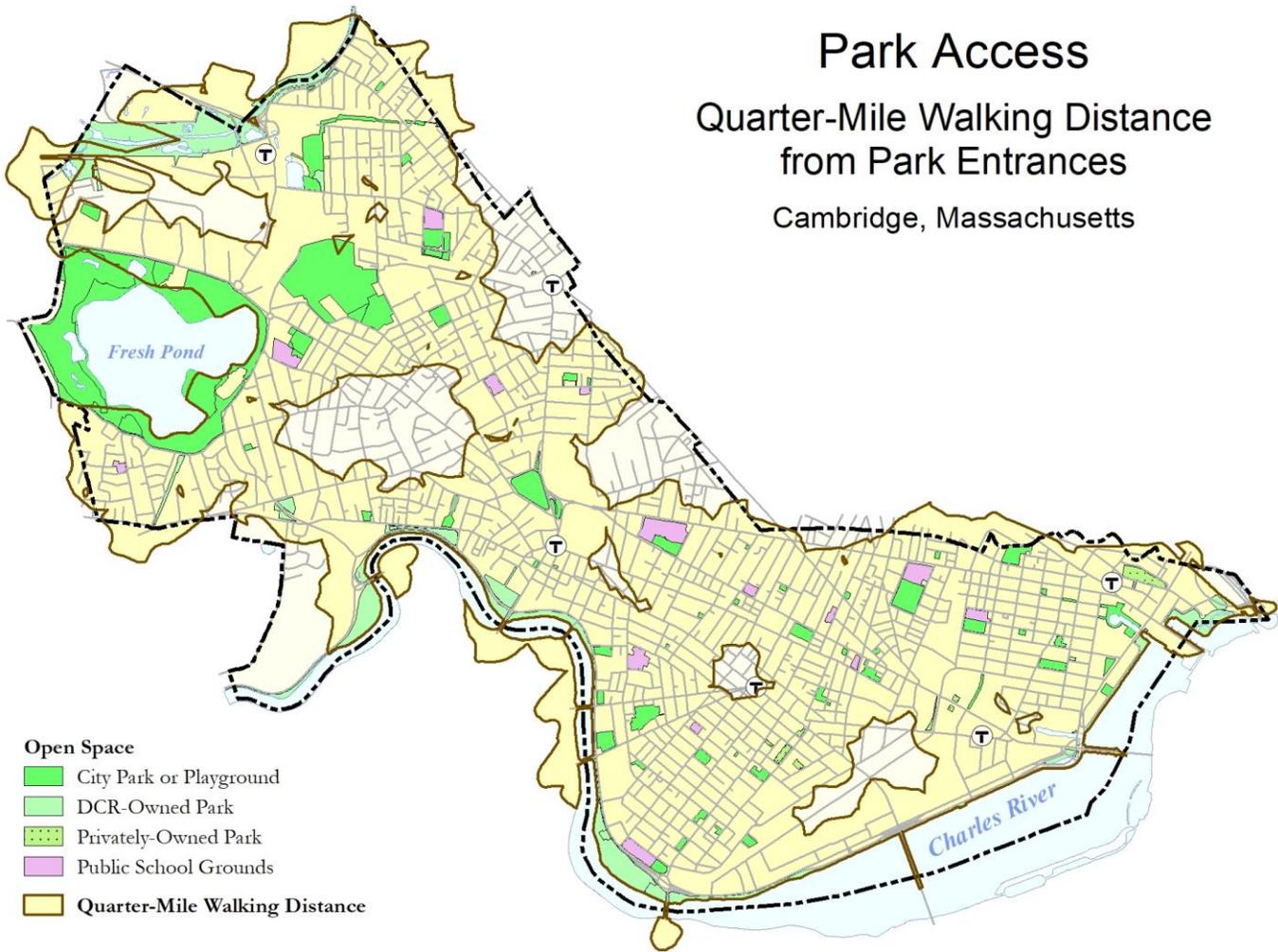
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Water Leaks Repaired



Total Water Quality, Treatment, and Watershed Tests Performed

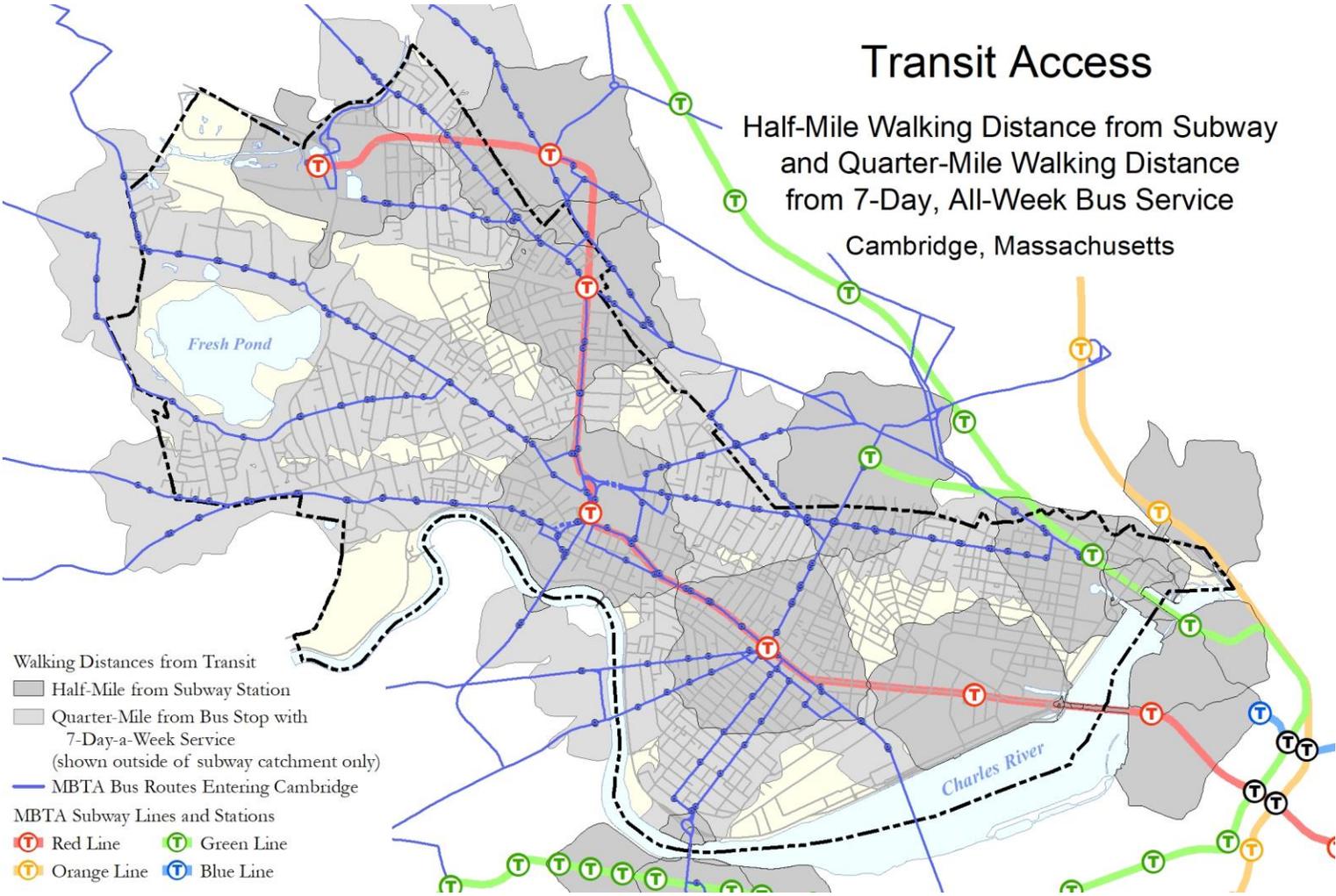




Transit Access

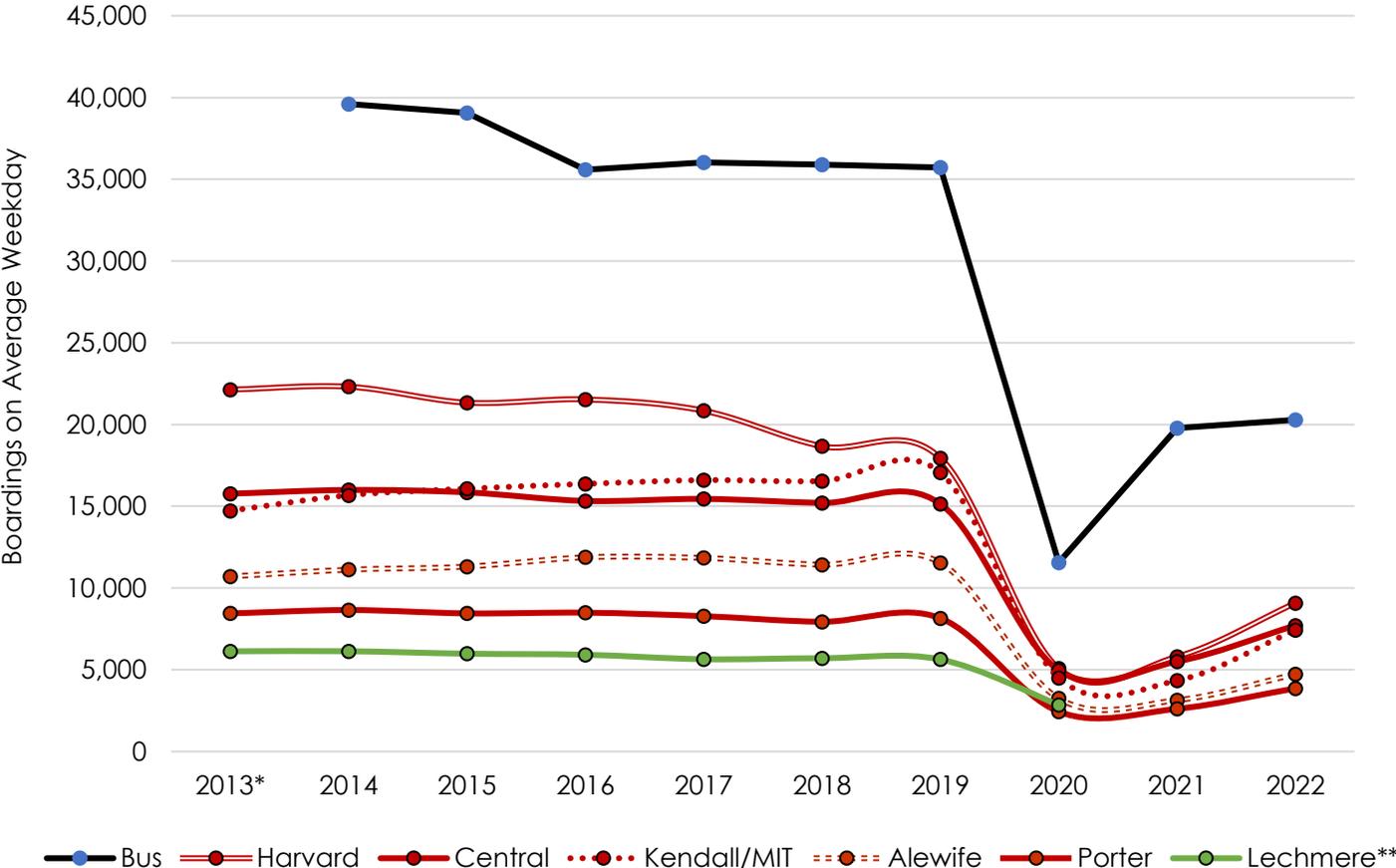
Half-Mile Walking Distance from Subway
and Quarter-Mile Walking Distance
from 7-Day, All-Week Bus Service

Cambridge, Massachusetts



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

**Transit Ridership
(Measured by Boardings at Stations and Bus Stops)**



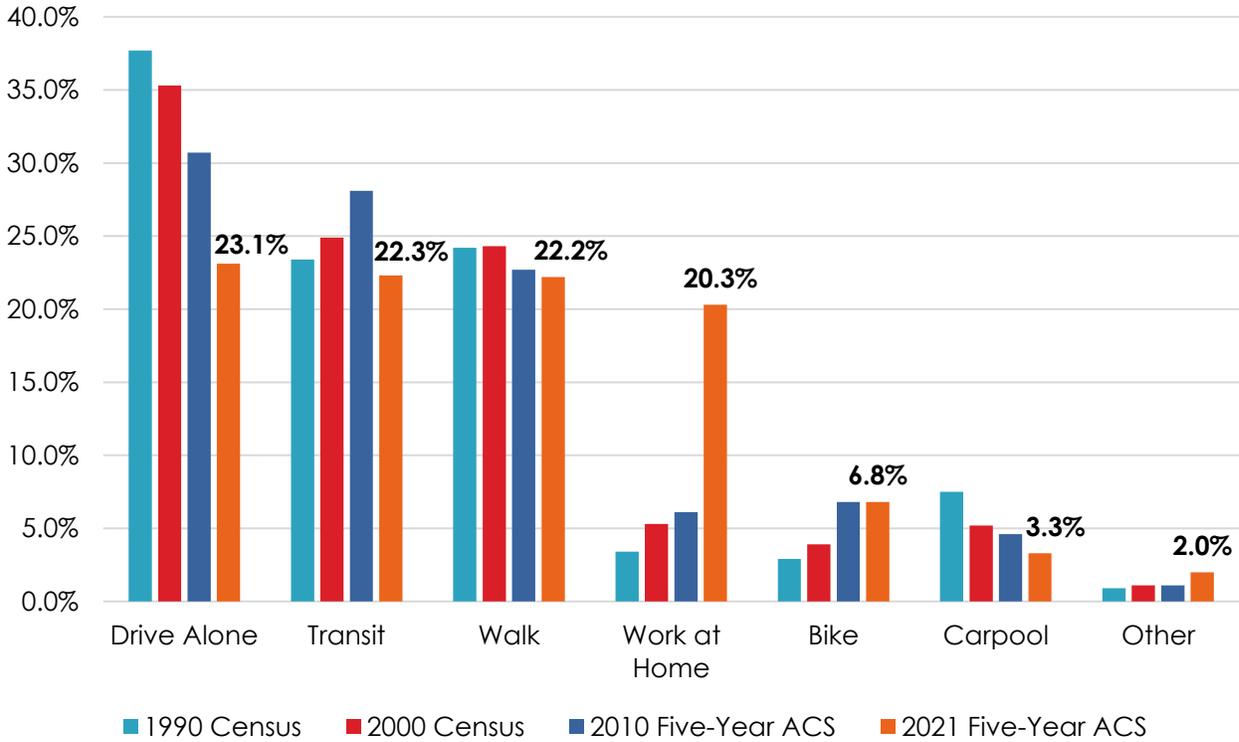
* = Bus data was not available for 2013.

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

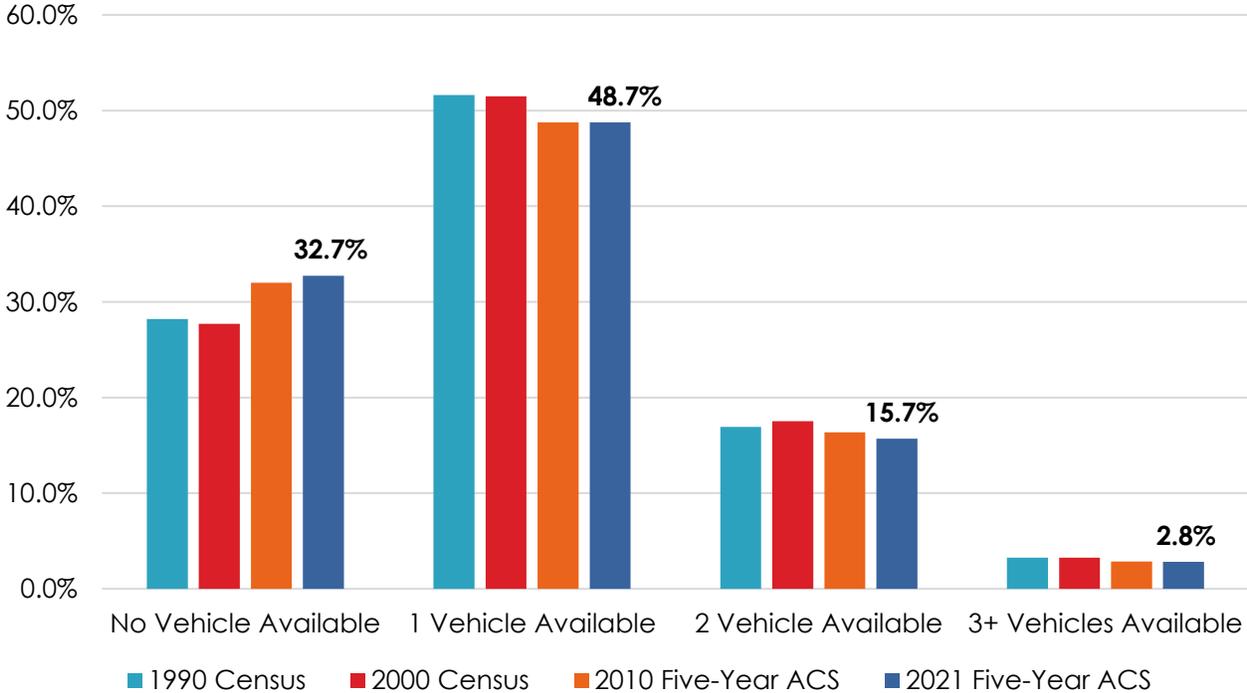
Note: Boardings at bus stops and subway stations remain well below historical ridership.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Primary Mode of Travel to Work for Cambridge Workforce

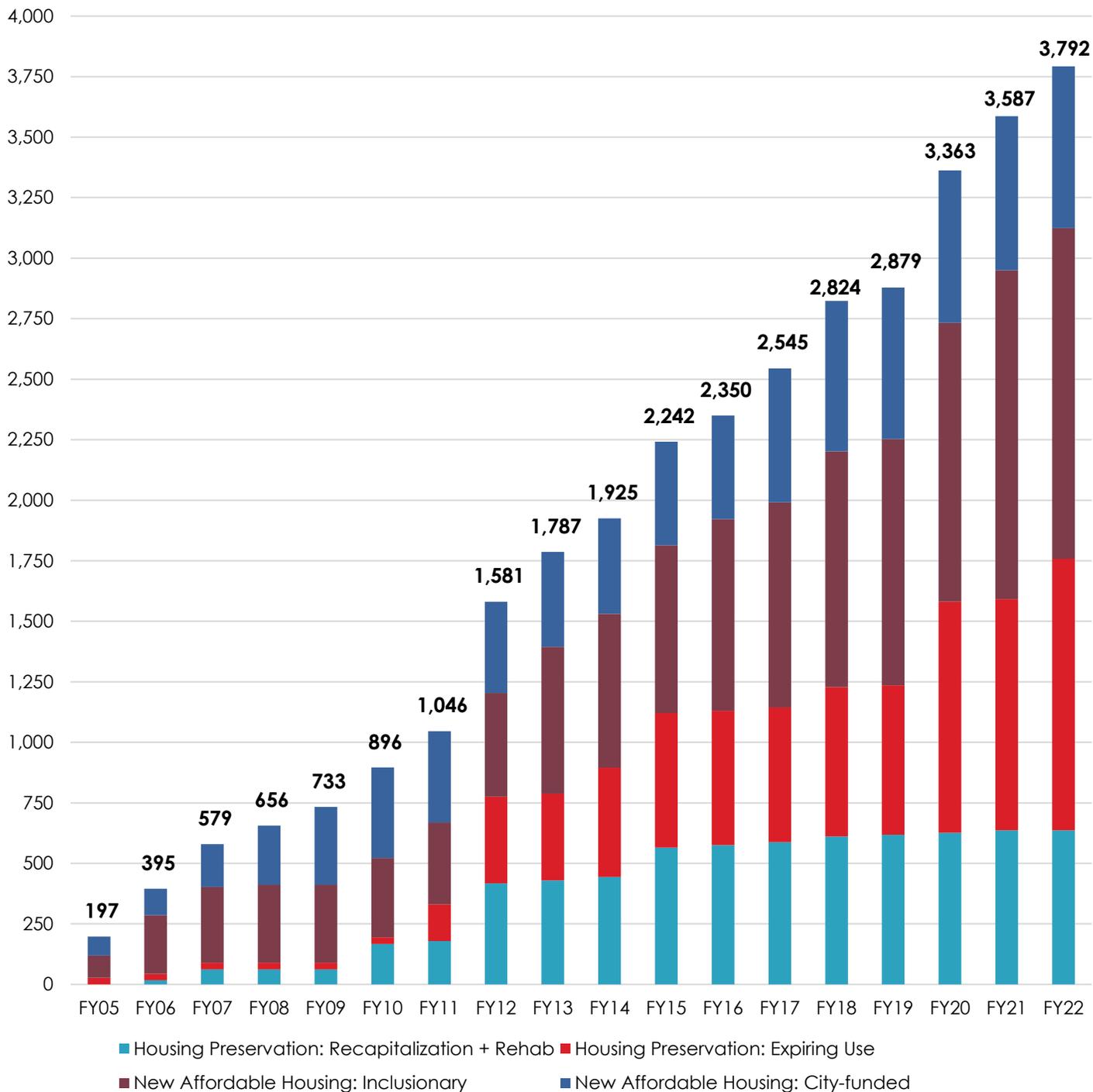


Number of Vehicles Available to Households



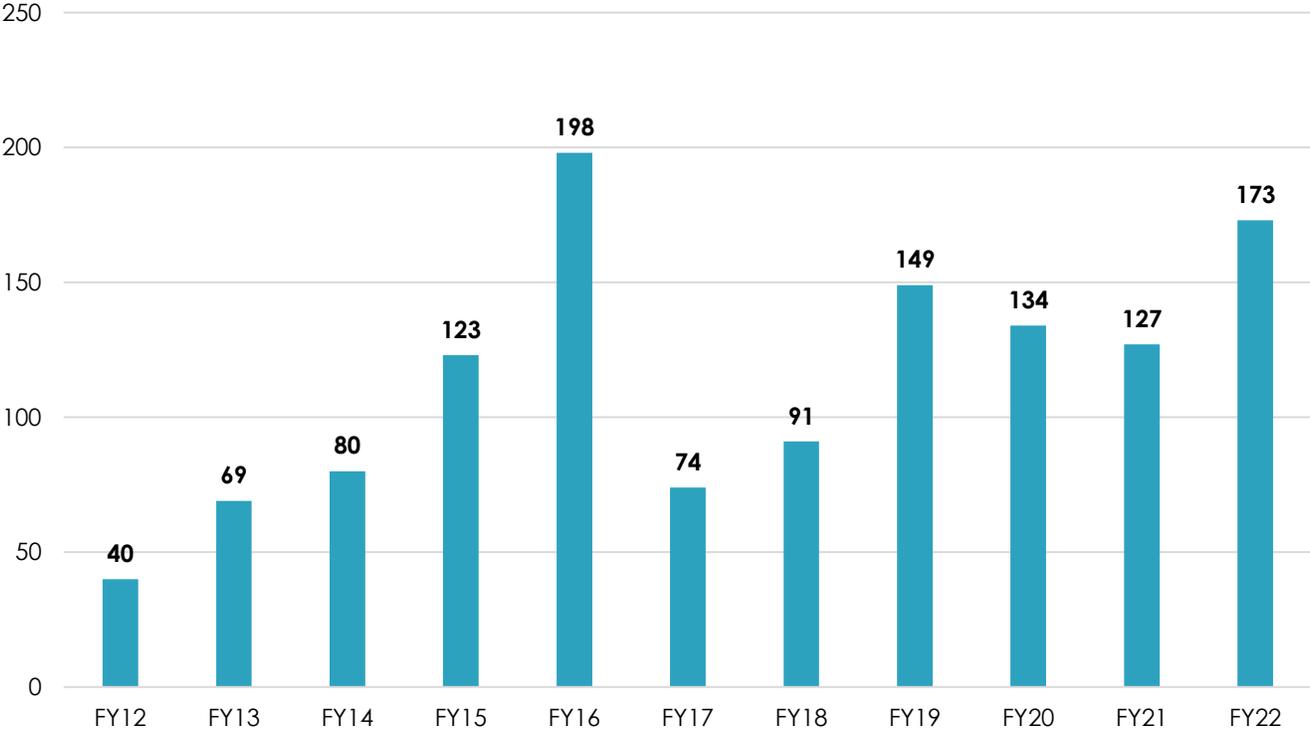
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Affordable Housing Creation & Preservation (Cumulative Units)

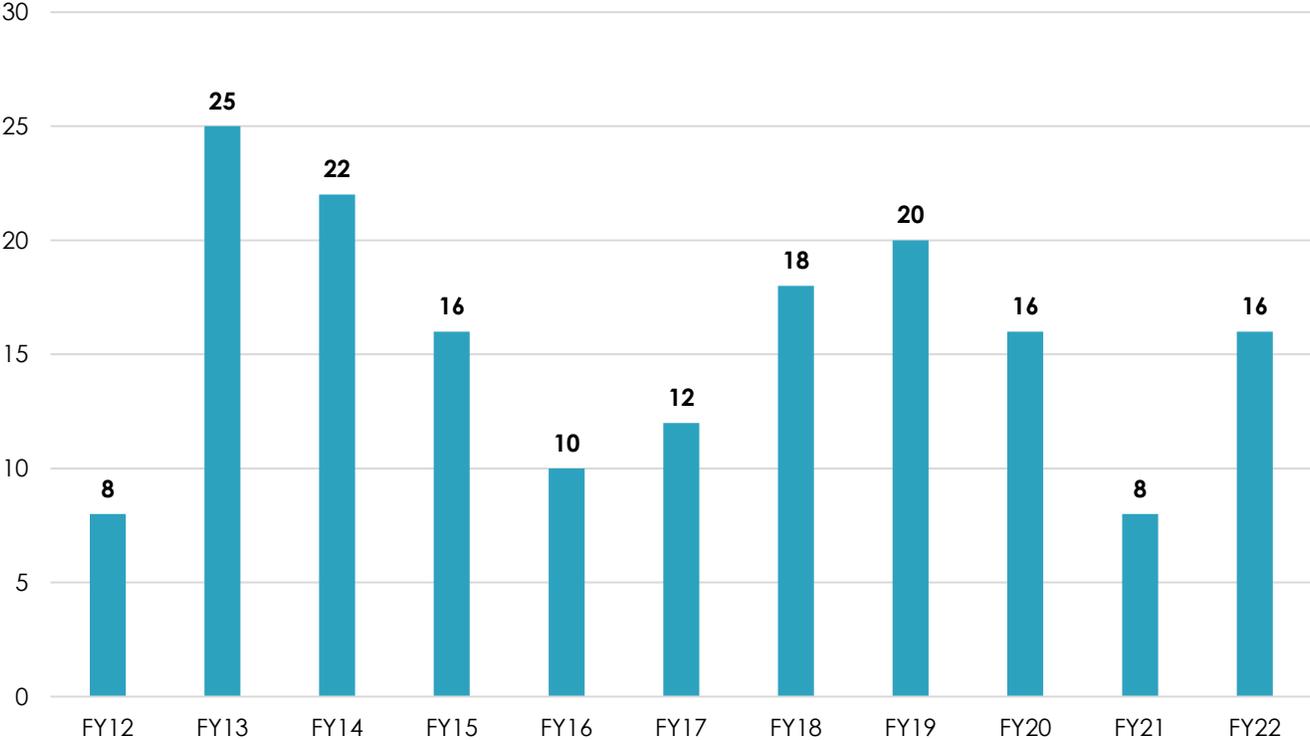


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Newly Housed Applicants - Inclusionary Rental Housing



Purchasers of City-Assisted Affordable Homes



BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

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

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

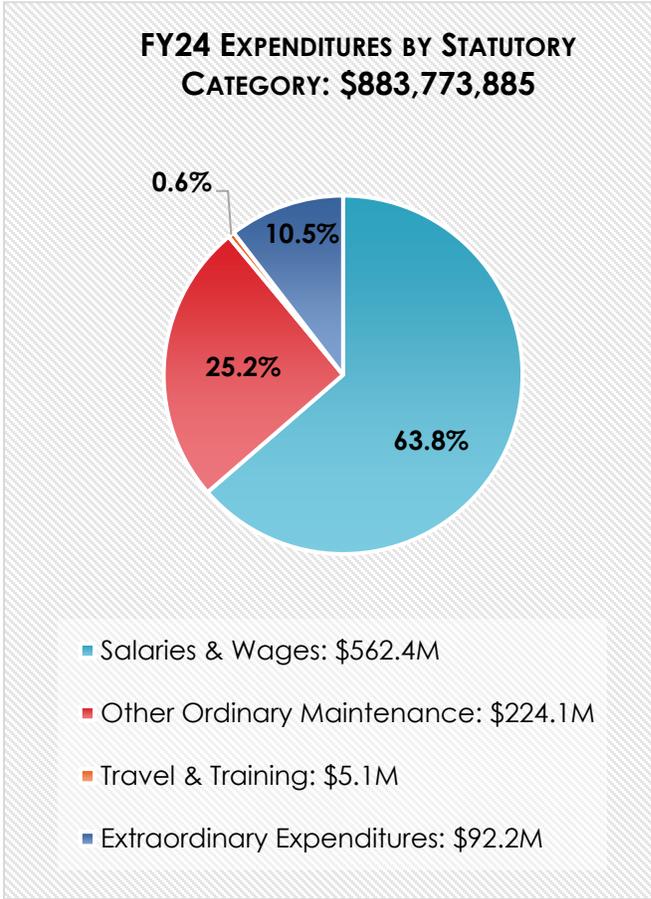
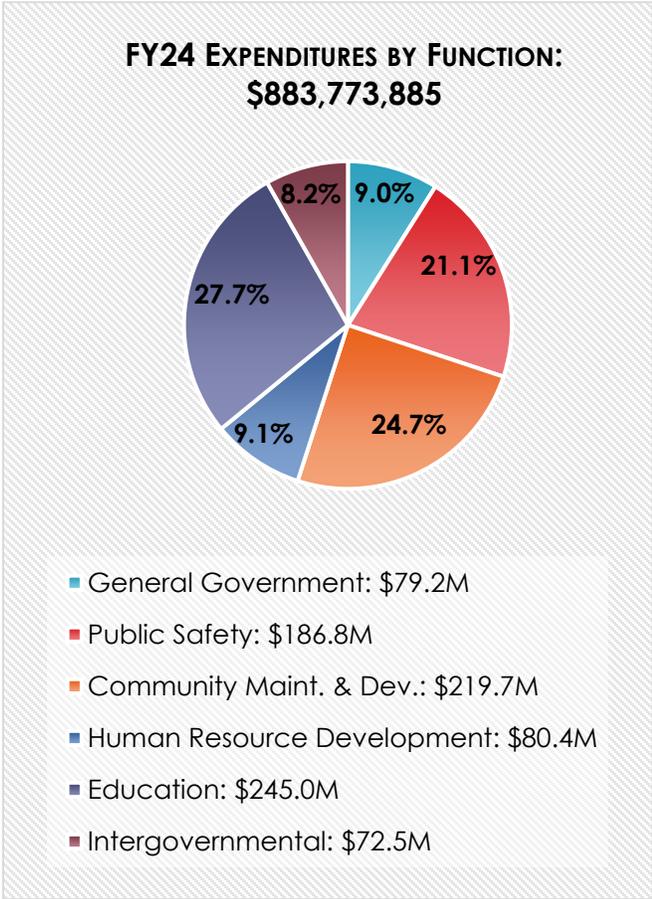
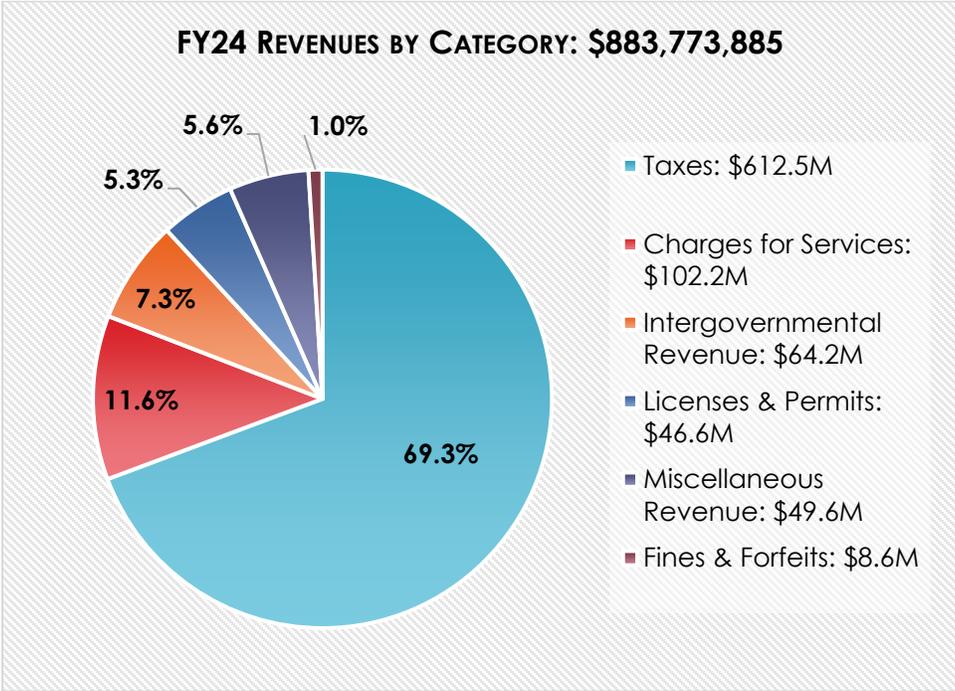
Library	Positions
Manager of Innovation & Technology	1
Manager of STEAM Program	1
Manager of the HIVE	1
Program & Event Coordinator	1
Senior Building Custodian	3
Senior Librarian	11
Senior Technician	1
Staff Librarian	17
Technical Support Manager	1
Total	91

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

SECTION III

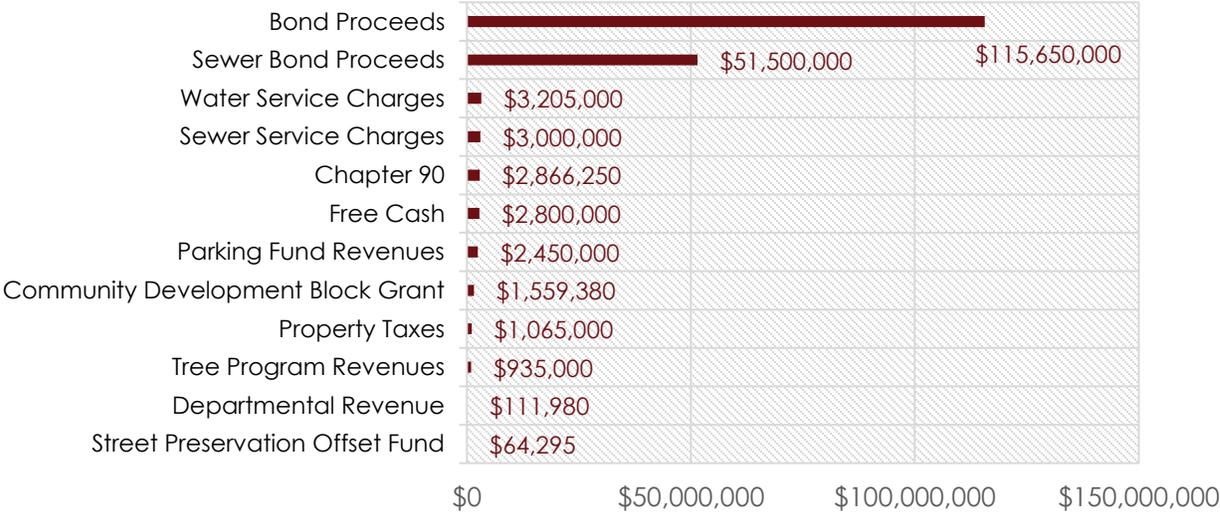
FINANCIAL SUMMARIES

FINANCIAL SUMMARIES – FY24 OPERATING BUDGET

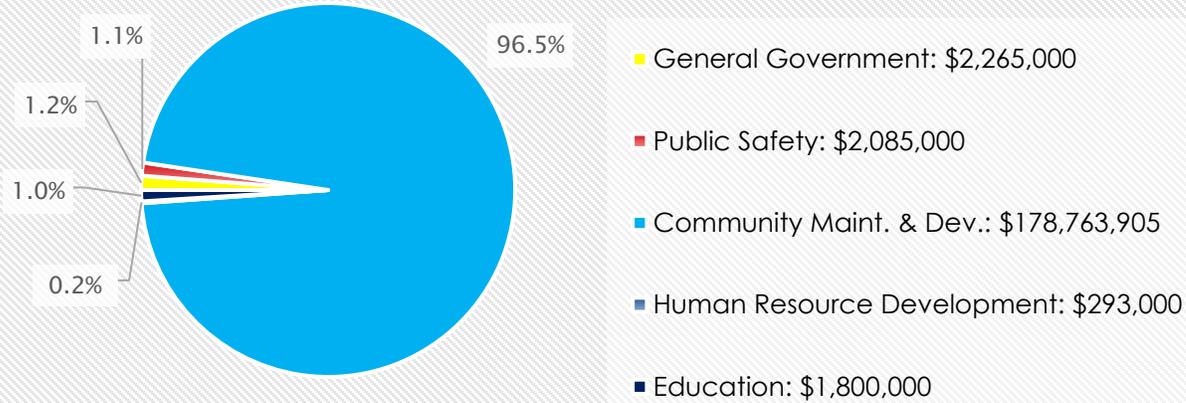


FINANCIAL SUMMARIES – FY24 PUBLIC INVESTMENT BUDGET

FY24 FINANCING PLAN BY SOURCE: \$185,206,905



FY24 APPROPRIATION PLAN: \$185,206,905



BUDGET CALENDAR

<p>DECEMBER 7, 2022</p>	<p>Budget Kickoff Meeting. City Manager briefs department heads and fiscal staff on FY24 budget guidelines.</p>
<p>DECEMBER 2022 THROUGH ONE WEEK BEFORE DEPARTMENT HEARING</p>	<p>Departments review and update budget materials:</p> <ul style="list-style-type: none"> • Personnel analysis sheets • FY24 revenue and expenditure projections and FY24 requests • Budget presentation templates • FY24 budget narratives • Goals and FY22 actuals, FY23 projections, and FY24 targets for performance measures <p>All supporting documentation must be submitted to Budget Analyst for preliminary review.</p>
<p>JANUARY 13, 2023</p>	<p>Deadline for Capital submissions to the Budget Office.</p>
<p>JANUARY 19, 2023 THROUGH MARCH, 2023</p>	<p>Formal department submissions to City leadership. Budget presentation templates need to be finished, along with all supporting documentation for final review.</p>
<p>MARCH 10, 2023</p>	<p>Deadline for submission of Key Initiatives and Benchmarks to Budget Office.</p>
<p>MAY 1, 2023</p>	<p>City Manager submits Budget to the City Council.</p>
<p>MAY 9, 2023 THROUGH MAY 18, 2023</p>	<p>City Council’s Committee on Finance Budget Hearings.</p>
<p>JUNE 5, 2023</p>	<p>Projected budget adoption.</p>
<p>JUNE 15, 2023</p>	<p>Deadline for City Council adoption of FY24 Budget.</p>
<p>JUNE 23, 2023</p>	<p>City Manager’s transmittal of chart of accounts and allotment plan (based on departmental work plans) to City Auditor for execution.</p>
<p>JULY 1, 2023</p>	<p>First day of FY24 Begin execution of FY24 allotment plans.</p>

BUDGET PROCESS

The preparation of the annual budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY24 was initiated in November 2022. At that time, Budget Office staff met with the City Manager and Finance Director to update the City's five-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

The budget format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. The emphasis is on further integration of City Council goals. Working within this framework has facilitated the continuing refinement of the budget document.

The City Manager, in his guidelines, asked departments to be mindful of the City's new initiatives, as well as City Council goals and priorities and the impacts they will have on the operating budget. These were also discussed at the City Council Finance Committee hearings in December 2022 and January 2023, which also gave the City Council an opportunity to provide input on the development of the FY24 operating and capital budgets.

All Other Ordinary Maintenance, Travel & Training, and Extraordinary Expenditures lines should remain level funded going into the formal presentation with the City leadership. Departments should make an effort to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. The supplemental request process remained the same, with requests for new or expanded services submitted separately outside of the base budget.

The FY24 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. Several processes are used to guide the City's overall strategic planning efforts, all of which help guide budgetary decision making, and to varying degrees consist of community input, goals, objectives, and implementation strategies. These include but are not limited to:

- *City Council Goals and Policy Orders*, which directly reflect City Council policies and priorities
- *Finance Committee hearings* on operating and capital budget development
- *Biennial Resident Survey*, a statistically valid random survey conducted every two years since 2000, which is used to provide insight into priorities and workplans
- *Cambridge Public Schools District Plan*, a strategic plan that informs the Education Department budget
- *Citizen Advisory Boards and Commissions* help guide Citywide decision-making processes through resident participation on a variety of topic focused boards and commissions
- *Long-term Financial Planning* process updated annually to provide context for budgetary decisions
- *Capital Investment Planning* process updated annually to ensure that citywide capital needs are addressed in a timely and efficient manner
- The *Participatory Budgeting* process directly allocates a portion of the capital budget and provides insight into residents' budgetary priorities
- *Envision Cambridge*, a City-wide plan which provides a blueprint for the City's growth and change to make Cambridge a sustainable, inclusive, and connected community for generations to come
- *Climate Protection Plan*, which is focused on reducing greenhouse gas emissions and improved resiliency and has led to several other more specific plans and efforts related to sustainability
- *Departmental strategic plans* completed by the Information Technology, Police, and Library departments

BUDGET PROCESS

- Other recent City-wide plans and studies which directly impact budgetary priorities include the Urban Forest Master Plan; Vision Zero and Complete Streets Program; New Mobility Blueprint; Bicycle Network Plan; Digital Equity Study and 21st Century Broadband Initiatives; Municipal Facilities Improvement Plan; Agenda for Children Out of School Time Collaboration; Future of Public Safety Task Force; Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring, and Promotion; and the Cambridge Anti-Racism, Equity, and Inclusion Initiative.

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 is submitting the FY24 Budget to the City Council on May 1, 2023.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 9-May 18, 2023. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days within which to act (by June 16). The City Council adopted the FY24 Budget on June 5, 2023. The annual budget for FY24 becomes effective July 1, 2023.

BUDGET AMENDMENT PROCESS

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

BASIS OF BUDGETING & ACCOUNTING

BASIS OF BUDGETING AND LEGAL LEVEL OF CONTROL

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

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

The City Manager is authorized to approve reallocations below this level, such as from one object code to another within the category or from one division to another within a department. The budget must be balanced, meaning receipts must be greater than or equal to expenditures.

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

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

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

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

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

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

BASIS OF BUDGETING & ACCOUNTING

BASIS OF ACCOUNTING

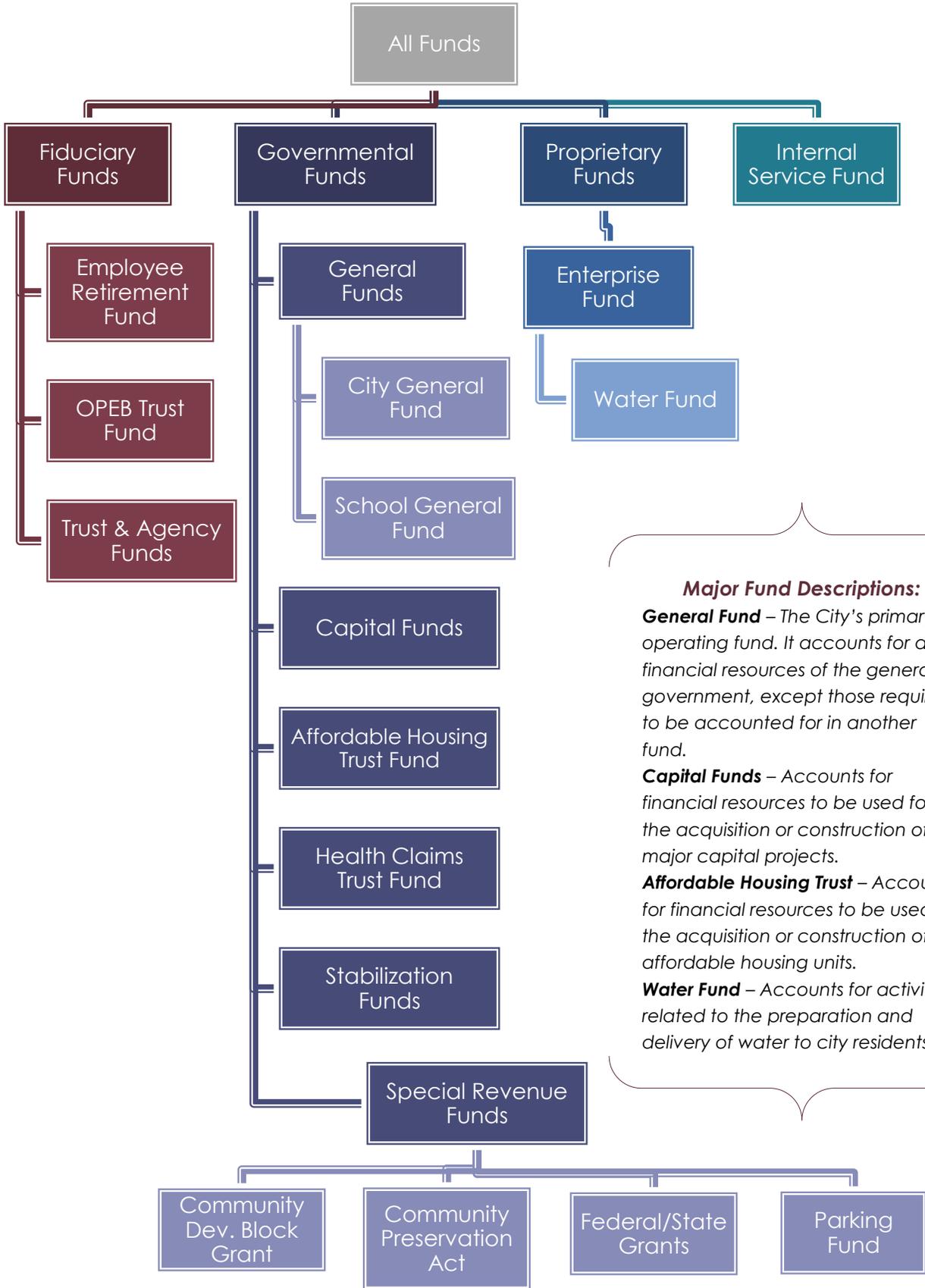
The City prepares its Annual Comprehensive Financial Report in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

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

There are certain differences in classifications between revenues, expenditures, and transfers. The following reconciliation summarizes the differences between the Basis of Budgeting and the Basis of Accounting for the year ended June 30, 2022.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
AS REPORTED ON A BUDGETARY BASIS	\$693,548,648	\$722,821,796	(5,433,834)
Adjustments:			
Revenues to Modified Accrual Basis	\$23,232,393	\$ -	\$ -
Expenditures, Encumbrances, and Accruals (Net)	\$ -	(\$12,946,761)	\$ -
On Behalf Contribution for Teachers Pension	\$24,377,889	\$24,377,889	\$ -
Reclassifications:			
Premium on Debt Issuance	\$ -	\$ -	\$338,544
Transfers Not Reported on a Budgetary/GAAP Basis	\$ -	\$ -	(\$24,919,491)
AS REPORTED ON AN ACCOUNTING BASIS (GAAP)	\$741,158,930	\$734,252,924	(\$30,014,781)

CITY FUND STRUCTURE



Major Fund Descriptions:

General Fund – The City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Capital Funds – Accounts for financial resources to be used for the acquisition or construction of major capital projects.

Affordable Housing Trust – Accounts for financial resources to be used for the acquisition or construction of affordable housing units.

Water Fund – Accounts for activities related to the preparation and delivery of water to city residents.

Note: the City's Annual Comprehensive Financial Report includes financial information on the Cambridge Health Alliance and Cambridge Redevelopment Authority as discretely-reported component units that are legally separate from the City.

DEPARTMENT/FUND RELATIONSHIP

The following chart shows City departments by fund:

DEPARTMENT	GENERAL FUND	WATER FUND	CAPITAL FUNDS
Animal Commission	√		
Cable TV	√		
Cambridge Health Alliance	√		
Capital Building Projects	√		
Cherry Sheet Assessments	√		
City Clerk	√		
City Council	√		
Community Development	√		√
Community Safety	√		
Debt Service	√		
Election	√		
Emergency Communications	√		
Employee Benefits	√		
Executive	√		
Finance	√		√
Fire	√		√
Historical Commission	√		
Human Resources	√		
Human Rights	√		
Human Services	√		√
Inspectional Services	√		
Law	√		
Library	√		√
License Commission	√		
Mayor	√		
MWRA	√		
Peace Commission	√		
Police	√		√
Police Review & Advisory Board	√		
Public Celebrations	√		
Public Works	√		√
Reserve	√		
Schools	√		√
Traffic, Parking & Transportation	√		√
Veterans	√		
Water		√	√
Women's Commission	√		

BUDGET APPROPRIATION

Below is the breakout of the FY24 Budget Appropriation by Fund.

CAPITAL FUND	
Bonded Projects	\$167,150,000
Non-bonded Projects	\$18,056,905
TOTAL CAPITAL FUND	\$185,206,905
GENERAL FUND	
Direct General Fund	\$819,245,090
City Debt Stabilization Fund Transfer	\$10,000,000
Community Development Block Grant Fund Transfer	\$1,040,135
Health Claims Trust Fund Transfer	\$17,250,000
Parking Fund Transfer	\$20,735,695
TOTAL GENERAL FUND	\$868,270,920
WATER FUND	
TOTAL WATER FUND	\$15,502,965
TOTAL BUDGET APPROPRIATED FUNDS	\$1,068,980,790

GRANTS

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

GENERAL GOVERNMENT

- **Massachusetts Cultural Council Grant (\$33,500).** This grant supports the Arts Council's Artist Grant Program which provides financial grant opportunities and partnership from Cambridge Arts. (Public Celebrations)
- **MAPC Accelerating Climate Resilience Grant (\$100,000).** This grant is being used to commission artists to design temporary shade pavilions for city parks or other public facilities to help residents stay cool on hot days and create social spaces. (Public Celebrations)
- **Mitigation Funds Arts Funding (\$500,000).** These funds, received from a developer as part of a zoning commitment, will support the launch of an Artist-in-Residence program to embed artists in various City departments and support initiatives focused on increasing access to cultural programming for residents and visitors. (Public Celebration)

PUBLIC SAFETY

- **MA EOPSS – Fire Services (\$49,970).** This grant provides funds to help maintain the readiness of response capabilities by updating and replacing aging and worn-out equipment. (Fire)
- **MEMA Emergency Management Performance Grant (\$39,600).** This grant funds equipment to enhance EMS capabilities during large scale events. (Fire)
- **MA EOPSS – Hazmat Earmark Grant (\$1,360,077).** This grant provides funding for the purchase of equipment to support the hazardous materials response team. (Fire)
- **MA EOPSS – Municipal Road Safety Grant (\$64,950).** This grant supports both high-visibility traffic enforcement and initiatives to address pedestrian and bicycle safety issues. (Police)
- **MA EOPSS – Safer Communities Initiative Edward J. Byrne Justice Assistance Grant (\$10,043).** This grant will be used to support overtime costs for patrols in areas where gun violence is known to occur and help increase the visibility and presence of officers in the area to suppress violence and support the community. (Police)
- **MA EOPSS – Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant, (\$18,804)** The Shannon CSI is administered as part of a regional collaborative through the Metropolitan Area Planning Council. Grant funds are used primarily for overtime enforcement through participation in the multi-jurisdictional Metro Gang Task participation and the Focused Deterrence Program. (Police)
- **MA 911 Department Support & Incentive Grant (\$494,531).** This formula-based reimbursement grant supports the costs of Emergency Communications Center personnel salaries, overtime, and annual maintenance costs of dispatch-related software. (Emergency Communications)
- **MA 911 Department – Emergency Medical Dispatch Grant (\$23,400).** These funds support quality assurance call review for the emergency medical protocol used by staff to provide pre- and post-dispatch instructions for medical emergencies (Emergency Communications)
- **MA 911 Department – Training Grant (\$180,630).** This formula-based reimbursement grant will support training of Emergency Communications Center personnel, classroom fees, and training materials. (Emergency Communications)

GRANTS

COMMUNITY MAINTENANCE AND DEVELOPMENT

- **U.S. Department of Housing and Urban Development (HUD) Housing Opportunities for People with Aids (HOPWA) Grant (\$2,149,698).** The funds will be used for assisted living programs and supportive services, shelter services, rental assistance, and housing search services. (Community Development)
- **U.S. HUD HOME Grant (\$720,016).** This funding supports municipalities in expanding their supply of decent, safe and affordable housing. (Community Development)
- **MAPC Municipal Vulnerability Preparedness (\$150,000).** This grant funds programs to foster greater preparedness and resilience at the municipal level to natural disasters and climate change. Funding will support increased outreach and engagement efforts. (Community Development)
- **Mass Save Community First Partnership Grant (\$150,000).** These funds, received through a community partnership with the Eversource Energy Services Company, will contribute to meeting the City's energy efficiency outreach and engagement goals by supporting residential and small business projects. (Community Development)
- **MA DEP Recycling Dividends Grant (\$110,500).** Funding will be used for various City recycling programs, including purchasing compost and recycle carts, conducting a waste characterization and increasing education on recycling. (Public Works)
- **MA DEP Diesel Emissions Reduction Act Electric Solicitation Grant (\$305,625).** This grant will support the purchase of an all-electric rubbish packer. (Public Works)
- **MA Department of Energy Resources Green Communities Grant (\$97,461).** This grant will support reduced energy consumption in two municipal buildings and a pilot rental of an all-electric snow plowing truck. (Public Works)
- **Massachusetts Cultural Council Grant (\$15,700).** This grant helps support part-time archives assistants, as well as for the purchase of archival storage supplies. (Historical)

HUMAN RESOURCE DEVELOPMENT

- **U.S. HUD Continuum of Care Program Grant (\$5,952,650).** These funds will be used to support homeless service providers and cover the costs related to serving homeless persons in Cambridge. (Human Services)
- **MA Department of Housing and Community Development Emergency Solutions Grant (\$227,438).** The funds are used for shelter operating costs; providing essential services to homeless persons outside of the shelter setting; and rapid re-housing and homelessness prevention case management needed to gain or retain permanent housing. (Human Services)
- **Children's Trust Fund (\$179,500).** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Friends of the Community Learning Center/Cambridge Housing Authority/Miscellaneous (\$286,982).** The Community Learning Center receives funds from several foundations, private donors, and the Cambridge Housing Authority for transitional classes for adults with a high school diploma who are interested in attending college; leadership training for students; career awareness workshops; the Certified Nursing Assistant program; additional ESOL classes; and ESOL distance learning workshops. (Human Services)
- **Low-Income Fuel Assistance (\$1,077,791).** This program served more than 1,589 households in Cambridge and Somerville during the 2021/2022 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)

GRANTS

- **MA Department of Elementary and Secondary Education (\$1,315,120).** The Community Learning Center receives state and federal funds for adult basic education, ESOL classes, civic education, volunteer coordination, ESOL distance learning, and family literacy. A state grant through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents. (Human Services)
- **MA Department of Housing and Community Development (DHCD) (\$129,339).** This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period. (Human Services)
- **Cambridge Housing Authority Cambridge Employment Program Grant (\$84,942).** These funds will be used to maintain the capacity of the Cambridge Employment Program by continuing to fund a vocational case manager to provide career counseling and case management services to Cambridge residents seeking employment, particularly those residing in public housing. (Human Services)
- **Cambridge Health Alliance Cambridge Food Pantry Grant (\$15,000).** These funds are used to purchase nutritional foods to be distributed to eligible Cambridge residents through the Food Pantry Network. (Human Services)
- **Massachusetts Formula Grant (\$222,684).** This grant is awarded annually to the Human Service Programs Council on Aging Division and is used to provide funding for department staff and services. Funds also support instructors and group facilitators who provide services virtually to seniors. (Human Services)
- **MA EOPSS Metropolitan Mayors Coalition/Shannon Community Safety Initiative (\$24,800).** These funds are used to support the design and implementation of the City Peace program, a violence prevention and youth leadership internship for Cambridge youth 14-18 years old. (Human Services)
- **U.S. HUD Fair Housing Assistance Grant (\$35,609).** Funds support a portion of the salary of an Attorney-Investigator, who works on cases from the Fair Housing Assistance Program (FHAP). FHAP activities include case processing, education/outreach, and participation in mandatory HUD-sponsored training. (Human Rights)
- **U.S. HUD Partnership Grant (\$15,000).** These funds support fair housing-related outreach efforts.

EDUCATION

For information about School Department grants, please refer to the Cambridge Public School Department's FY24 Budget document, which can be found at www.cpsd.us.

FINANCIAL POLICIES & GUIDELINES

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

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

The following chart compares selected ratios as of June 30, 2022 with the medians of all U.S. cities rated Aaa by Moody's Investors Service. In November 2022, Moody's changed its rating methodology to include new financial ratios. As the chart indicates, the ratios of Cambridge are comparable with the medians of local governments across the nation with the highest rating awarded by Moody's under the new methodology.

Median	U.S. (Aaa)	Massachusetts (Aaa)	Cambridge
Full Value Per Capita	\$229,065	\$381,947	\$596,977
Available Fund Balance Ratio	63.5%	28.6%	49.0%
Liquidity Ratio	94.2%	59.1%	94.2%
Long-Term Liability Ratio	258.2%	295.6%	257.0%

Source: Moody's Investors Service Publicly Rated U.S. Local Government Medians Special Report (April 2023).

FINANCIAL POLICIES & GUIDELINES

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

	FY20	FY21	FY22	FY23	FY24
Excess Levy Capacity (1)	\$190.4	\$187.2	\$196.6	\$201.1	\$183.9
General Fund Balance (2)	\$364.1	\$344.4	\$321.3	\$321.3	\$321.3
Free Cash (3)	\$209.9	\$214.4	\$199.3	\$165.0	\$165.0
Rapidity of Debt Retirement (4)	83.1%	85.1%	87.0%	82.9%	84.2%

- (1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY20-23 are actual amounts and FY24 is a projected figure.
- (2) The amounts shown for General Fund Fund Balances include those funds moved to the General Fund to satisfy GASB 34 requirements. FY23 and FY24 are projected figures.
- (3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY20-22 are actual amounts and those shown for FY23-24 are projected figures.
- (4) The percentages shown represent the percent of total debt that would be retired in 10 years. With few exceptions, all debt issued by the City is retired within 10 years. Percentage does not include ensuing year's bond issue.

INVESTMENT POLICY

I. PURPOSE

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

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

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

A. Safety of Principal

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

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

B. Liquidity

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

C. Yield

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

The portfolio shall be managed with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near-riskless investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return. The

INVESTMENT POLICY

investment program shall seek to augment returns above this threshold, consistent with stated risk limitations and prudent investment principles.

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

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

C. Delegation of Authority

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

V. FINANCIAL DEALERS AND INSTITUTIONS

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

INVESTMENT POLICY

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

VI. INVESTMENT GUIDELINES

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

A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

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

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

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

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

Prohibiting certain local investments:

- (a) No public funds under the care and custody of the Collector-Treasurer of the City of Cambridge shall be invested or remain invested in the stocks, securities or other obligations of any company, including financial institutions, which derives more than ten percent (10%) of its revenue from the combustion, distribution, extraction, manufacture, or sale of fossil fuels, which shall include coal, oil and gas, or fossil fuel products. With regard to pooled investments, no more than one percent (1%) of the total portfolio may exceed the above restriction.
- (b) The Collector-Treasurer of the City of Cambridge shall divest public funds under their care from investments related to fossil fuels no later than June 30, 2022. If the Collector-Treasurer determines that such divestment does not provide for the prudent and productive investment of City funds as noted in this policy and as described in MGL Chapter 44, Section 55B at that time, they shall notify the City Council with a projected date when this section will be implemented.

INVESTMENT POLICY

- (c) An electric distribution company with corporate affiliates that combust, distribute, extract, manufacture or sell fossil fuels may be considered a fossil fuel investment for definition purposes.
- (d) No public funds under the care and custody of the Collector-Treasurer of the City of Cambridge shall be invested or remain invested in the stocks, securities or other obligations of any company, including financial institutions, which derives more than ten percent (10%) of its revenue from the operation, maintenance, servicing, or supply of carceral facilities. With regard to pooled investments, no more than one percent (1%) of the total portfolio may exceed the above restriction.
- (e) The Collector-Treasurer of the City of Cambridge shall divest public funds under their care from investments related to the operation, maintenance, servicing, or supply of carceral facilities no later than June 30, 2022. If the Collector-Treasurer determines that such divestment does not provide for the prudent and productive investment of City funds as noted in this policy and as described in MGL Chapter 44, Section 55B at that time, they shall notify the City Council with a projected date when this section will be implemented.

B. Diversification

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

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

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

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

VII. REPORTS

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

VIII. PORTFOLIO VALUATION

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

INVESTMENT POLICY

IX. ADOPTION

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

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

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

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

COMPLIANCE STATUS

The City is in compliance with this investment policy.

DEBT MANAGEMENT POLICY

I. PURPOSE

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

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

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

II. POLICY STATEMENT

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

III. RESPONSIBILITY FOR POLICY

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

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

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

DEBT MANAGEMENT POLICY

IV. GENERAL DEBT GOVERNING POLICIES

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

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

V. DEBT POLICIES, RATIOS, AND MEASUREMENT

- A. Purposes of Issuance – The City shall only issue debt obligations for acquiring, constructing, or renovating City owned fixed assets or for refinancing existing debt obligations. The City intends only to invest and spend bond proceeds for projected capital expenditures to comply with the 24-month payout exception in the U.S. federal regulations regarding non-arbitrage bonds. In the event of unexpected delays in capital spending, the bond proceeds shall be invested in allowable instruments that either restricts the yield so that the City does not benefit or rebate the positive arbitrage to the U.S. government.
- B. Maximum Maturity – All debt obligations shall have a maximum maturity of the earlier of: (1) the estimated useful life of the Public Investment being financed; or (2) 20 years; or (3) in the event debt obligations are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.
- C. Average Maturity of General Obligation Bonds – The City shall have at least 70% of outstanding general obligation bonds mature in less than 10 years.
- D. The City shall not exceed 50% of its statutory debt limitation.
- E. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and federal laws authorizing and governing the issuance and administration of debt obligations.
- F. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3% and/or at least \$1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.
- G. Bond Premiums – Any premium received upon the sale of the bonds or notes, less the cost of preparing, issuing and marketing them, and any accrued interest received upon the delivery of the bonds or notes shall be (i) applied to the costs of the project being financed by the bonds or notes and to reduce the amount authorized to be borrowed for the project or (ii) appropriated for a project for which the city has authorized a borrowing, or may authorize a borrowing, for an equal or longer period of time than the original loan.

DEBT MANAGEMENT POLICY

DEBT RATIOS

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

EQUALIZED VALUE ¹	NET DEBT ²	NET DEBT TO EQUALIZED VALUE
\$70,337,058,800	\$408,230,000	0.58%

¹ The equalized value reflects full market value as of January 1, 2022.

² The net debt is as of June 30, 2023 (excludes debt retired during FY23).

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

FY24 OPERATING EXPENDITURES	ANNUAL GROSS DEBT SERVICE	GROSS DEBT SERVICE TO OPERATING EXPENDITURES
\$883,773,885	\$89,184,673	10.09%

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

FY24 OPERATING EXPENDITURES	ANNUAL NET DEBT SERVICE	NET DEBT SERVICE TO OPERATING EXPENDITURES
\$883,773,885	\$62,593,781	7.08%

K. Net Debt as a Percentage of Per Capita – Debt per capita measures the amount of debt relative to the size of the City’s population. The City’s overall net debt per capita shall not exceed \$6,000 per capita. The Direct Debt Per Capita shall be calculated by dividing the City’s net debt by the City’s population.

POPULATION ³	NET DEBT ²	NET DEBT PER CAPITA
118,403	\$408,230,000	\$3,448

³ The most recent population figure is from the 2020 decennial census. Source: U.S. Dept. of Commerce, Bureau of Census.

DEBT MANAGEMENT POLICY

GENERAL DEBT LIMIT

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

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

BOND RATING

In February, 2023, the City received bond ratings of Aaa from Moody's Investor Services and AAA from Fitch Ratings and S&P Global Ratings. All three agencies assessed the City's outlook as stable.

DEBT LIMIT CALCULATION

EQUALIZED VALUATION AS OF JANUARY 1, 2022	\$70,337,058,800
DEBT LIMIT (5% OF EQUALIZED VALUATION)	\$3,516,852,940
Total Outstanding Debt as of June 30, 2023	\$523,425,813
Total Authorized / Unissued Debt as of June 30, 2023	\$549,399,500
TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT	\$1,072,825,313
Amount of Outstanding Debt Outside the Debt Limit	\$0
Amount of Authorized / Unissued Debt Outside the Debt Limit	\$0
OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT	\$0
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$1,072,825,313
Less: Outstanding Debt Plus Authorized / Unissued Outside the Debt Limit	\$0
DEBT SUBJECT TO THE DEBT LIMIT	\$1,072,825,313
Debt Limit (5% of Equalized Valuation)	\$3,516,852,940
REMAINING BORROWING CAPACITY UNDER DEBT LIMIT	\$ 2,444,027,627

COMPLIANCE

The City is in compliance with all debt policies.

DEBT MANAGEMENT POLICY

FY24 DEBT DISTRIBUTION

DEPT.	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$67,253,998	\$21,930,675	\$89,184,673
WATER	\$0	\$0	\$0
TOTAL	\$67,253,998	\$21,930,675	\$89,184,673

*General Fund debt service does not reflect Water debt service. Water debt service is budgeted at the department level. Please note, fees are not included in this debt distribution.

DEBT POSITION (BASED ON OUTSTANDING DEBT JUNE 30, 2023)

The City has historically had conservative debt guidelines. When the City embarked on an aggressive capital improvement program several years ago, it established a policy of measuring the impact of debt service requirements on the long-term financial plan, retiring 70% of its debt within 10 years of the date of issue and allocating funds from reserve accounts to finance projects that would otherwise have been supported through bond proceeds. The City’s rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the elementary school reconstruction program. In addition, key ratios, such as net direct debt to assessed value and unreserved fund balance as a percent of revenues, compare favorably with national medians.

YEAR	TOTAL DEBT	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION
2023-2024	\$523,425,813	\$67,253,998	\$21,930,675	\$89,184,673
2024-2025	\$456,171,815	\$63,314,330	\$19,166,186	\$82,480,516
2025-2026	\$392,857,485	\$55,478,988	\$16,285,117	\$71,764,105
2026-2027	\$337,378,497	\$49,035,200	\$13,801,925	\$62,837,125
2027-2028	\$288,343,297	\$44,074,600	\$11,548,100	\$55,622,700
2028-2029	\$244,268,697	\$39,524,200	\$9,523,525	\$49,047,725
2029-2030	\$204,744,497	\$35,024,497	\$7,717,344	\$42,741,841
2030-2031	\$169,720,000	\$31,435,000	\$6,106,743	\$37,541,743
2031-2032	\$138,285,000	\$24,730,000	\$4,755,825	\$29,485,825
2032-2033	\$113,555,000	\$21,475,000	\$3,779,300	\$25,254,300
2033-2034	\$92,080,000	\$15,565,000	\$2,984,956	\$18,549,956
2034-2035	\$76,515,000	\$14,640,000	\$2,472,938	\$17,112,938
2035-2036	\$61,875,000	\$12,590,000	\$2,009,325	\$14,599,325
2036-2037	\$49,285,000	\$12,040,000	\$1,607,213	\$13,647,213
2037-2038	\$37,245,000	\$11,050,000	\$1,218,451	\$12,268,451
2038-2039	\$26,195,000	\$8,095,000	\$860,238	\$8,955,238
2039-2040	\$18,100,000	\$5,805,000	\$595,201	\$6,400,201
2040-2041	\$12,295,000	\$5,365,000	\$401,301	\$5,766,301
2041-2042	\$6,930,000	\$4,780,000	\$237,750	\$5,017,750
2042-2043	\$2,150,000	\$2,150,000	\$86,000	\$2,236,000

DEBT MANAGEMENT POLICY

USE OF DEBT

The following table summarizes bond issues that are still partially outstanding. Amounts shown are the amount of the original issue and not the amount still outstanding. The table only includes original debt issues, without refunding issues. The majority of debt is retired within 10 years, with the exception of major building projects, which accounts for the City's 84.2% rapidity of retirement rate. More information is available on page III-15.

Year Issued	City Facility (incl. schools)	Streets & Sidewalks	Water & Sewer	Open Space
FY04	\$8,650,000			
FY05	\$14,000,000			
FY06	\$51,000,000			
FY07	\$17,000,000			
FY08	\$40,205,000			
FY09	\$40,575,000			
FY10	\$25,000,000			
FY11	\$20,145,000			
FY12	\$10,535,000			
FY13	\$37,070,000			
FY14	\$18,500,000	\$3,000,000	\$12,900,000	\$500,000
FY15	\$43,250,000	\$5,000,000	\$37,116,390	\$2,880,000
FY16	\$17,000,000	\$4,500,000	\$26,740,000	
FY17	\$31,740,000	\$5,140,000	\$21,045,000	\$470,000
FY18	\$65,266,000		\$14,612,000	
FY19	\$59,505,000	\$5,755,000	\$16,972,625	\$1,830,000
FY20	\$21,950,000	\$6,580,000	\$17,165,000	
FY21	\$40,210,000	\$11,925,000	\$18,420,000	
FY22	\$62,725,000	\$6,765,000	\$12,335,000	
FY23	\$44,880,000	\$4,480,000	\$34,140,000	\$450,000

RESERVE POLICY

I. PURPOSE

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

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

II. POLICY STATEMENT

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

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

III. RESPONSIBILITY FOR POLICY

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

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

COMPLIANCE

The City is in compliance with the reserve policy.

THREE-YEAR CONSOLIDATED FINANCIAL SCHEDULE

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

	FY22 Actual	FY23 Projected	FY24 Proposed Budget
General Fund			
Revenues			
Charges For Services	\$76,259	\$80,770	\$91,509
Fines & Forfeits	\$9,446	\$10,354	\$8,618
Intergovernmental Revenue	\$56,034	\$63,265	\$64,234
Licenses and Permits	\$49,388	\$51,944	\$46,588
Miscellaneous Revenue	\$27,676	\$35,131	\$52,401
Taxes	\$527,411	\$573,043	\$613,586
Transfers (In)	\$725	\$726	\$728
Transfers (Out)	(\$45,800)	(\$49,792)	(\$9,393)
Total Revenues	\$701,139	\$765,442	\$868,271
Expenditures By Function			
General Gov.	\$75,713	\$74,290	\$79,248
Public Safety	\$158,436	\$168,932	\$186,828
Community Maintenance and Development	\$155,142	\$166,050	\$204,227
Human Resource Development	\$56,930	\$66,292	\$80,464
Education	\$221,315	\$232,389	\$245,000
Intergovernmental	\$64,456	\$70,580	\$72,503
Total Expenditures	\$731,992	\$778,534	\$868,271
Water Fund			
Revenues			
Charges For Services	\$16,462	\$15,753	\$19,436
Transfers (In)	\$ -	\$2,355	\$ -
Transfers (Out)	(\$6,025)	(\$7,423)	(\$3,933)
Total Revenues	\$10,437	\$10,684	\$15,503
Expenditures			
Water Department Expenditures	\$12,850	\$12,977	\$15,503
Capital Fund			
Revenues			
Intergovernmental Revenue	\$5,015	\$4,333	\$4,426
Miscellaneous Revenue	\$5,662	\$3,348	\$1,033
Bond Proceeds	\$92,300	\$92,300	\$167,150
Transfers (In)	\$51,100	\$54,134	\$12,598
Total Revenues	\$154,078	\$154,114	\$185,207
Expenditures			
Capital Outlays	\$129,841	\$317,569	\$185,207
Total			
Total Revenues	\$865,654	\$930,240	\$1,068,981
Total Expenditures	\$874,683	\$1,109,080	\$1,068,981

Numbers may not add due to rounding.

FUND BALANCE

FUND BALANCE REPORTING

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

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

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

GENERAL FUND

\$16 million in free cash will be used in FY24 as an operating revenue source, and \$2.8 million will be used for the Capital Fund, reducing the unassigned General Fund Fund Balance by \$18.8 million.

CITY DEBT STABILIZATION FUND

This fund was established as a reserve to offset a portion of the debt service on large, tax-supported projects. In FY24, \$10.0 million will be used to cover debt service costs. The FY24 estimated ending Fund Balance is \$17.0 million.

HEALTH CLAIMS TRUST FUND

This fund was established as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income in this trust fund. The City's policy is to transfer a portion of the balance to the General Fund to cover a portion of health insurance costs. Employee contributions to this fund will increase in future years due to increases to the base upon which employee contributions are calculated. The transfer to the General Fund in FY24 is projected to be \$17.25 million. The FY24 estimated ending Fund Balance is \$38.0 million.

PARKING FUND

This fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest charges. Expenditures are not charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Capital Fund to cover related expenditures. The FY24 estimated ending Fund Balance is \$2.5 million.

WATER FUND

This enterprise fund supports the operations of the Water Department and related capital projects. The FY24 estimated ending Fund Balance is \$4.2 million.

FUND BALANCE

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

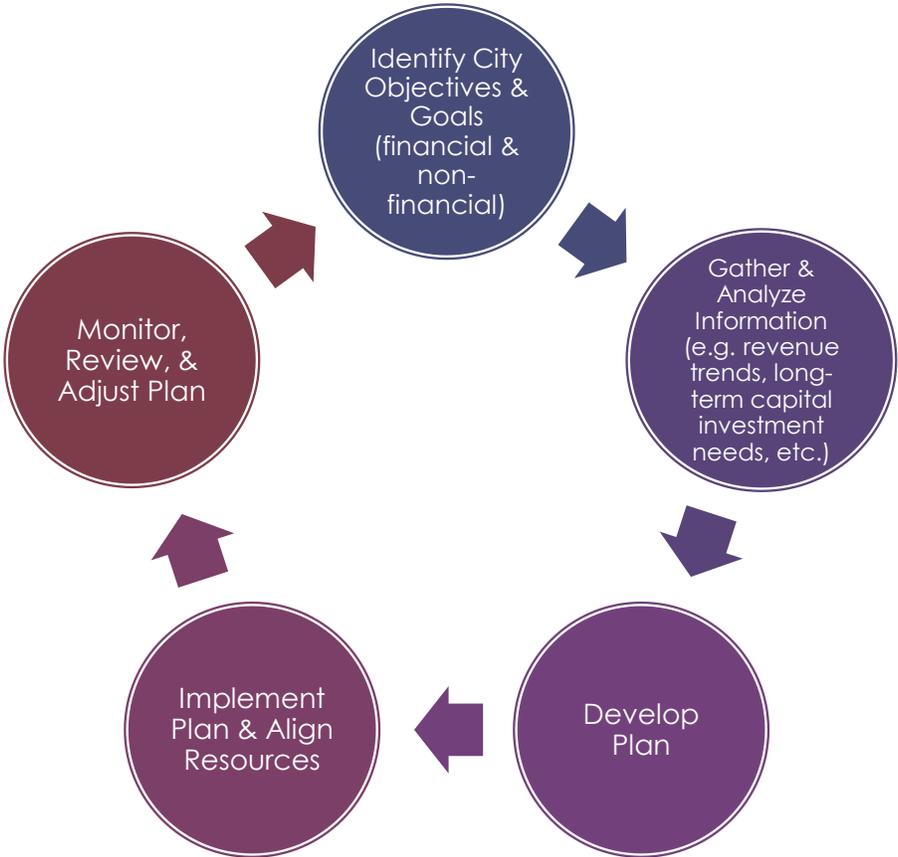
FY24 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
REVENUES				
CHARGES FOR SERVICES	\$85,981,030	\$16,230,735	\$7,537,360	\$109,749,125
FINES & FORFEITS	\$8,617,500	\$ -	\$1,928,915	\$10,546,415
INTERGOVERNMENTAL REVENUE	\$64,234,490	\$ -	\$4,425,630	\$68,660,120
LICENSES & PERMITS	\$46,588,260	\$ -	\$ -	\$46,588,260
MISCELLANEOUS REVENUE	\$33,601,280	\$ -	\$300,000	\$33,901,280
TAXES	\$612,520,590	\$ -	\$1,065,000	\$613,585,590
BOND PROCEEDS	\$0	\$ -	\$167,150,000	\$167,150,000
TOTAL REVENUES	\$851,543,150	\$16,230,735	\$182,406,905	\$1,050,180,790
EXPENDITURES BY FUNCTION				
GENERAL GOVERNMENT	\$79,248,160	\$ -	\$2,265,000	\$81,513,160
PUBLIC SAFETY	\$186,828,465	\$ -	\$2,085,000	\$188,913,465
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$204,227,345	\$15,502,965	\$178,763,905	\$398,494,215
HUMAN RESOURCE DEVELOPMENT	\$80,463,810	\$ -	\$293,000	\$80,756,810
EDUCATION	\$245,000,000	\$ -	\$1,800,000	\$246,800,000
INTERGOVERNMENTAL	\$72,503,140	\$ -	\$ -	\$72,503,140
TOTAL EXPENDITURES	\$868,270,920	\$15,502,965	\$185,206,905	\$1,068,980,790
EXPENDITURES BY CATEGORY				
SALARIES & WAGES	\$553,121,165	\$9,267,625	\$ -	\$562,388,790
OTHER ORDINARY MAINTENANCE	\$218,183,795	\$5,923,760	\$ -	\$224,107,555
TRAVEL & TRAINING	\$4,979,070	\$86,580	\$ -	\$5,065,650
EXTRAORDINARY EXPENDITURES	\$91,986,890	\$225,000	\$ -	\$92,211,890
CAPITAL OUTLAY	\$ -	\$ -	\$185,206,905	\$185,206,905
TOTAL EXPENDITURES	\$868,270,920	\$15,502,965	\$185,206,905	\$1,068,980,790
NET TRANSFERS	(\$2,072,230)	(\$727,770)	\$2,800,000	\$ -
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	(\$18,800,000)	\$ -	\$ -	(\$18,800,000)
ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2023	\$208,240,055	\$4,235,145	\$ -	\$211,325,200
ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2024	\$189,440,055	\$4,235,145	\$ -	\$192,525,200
ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES	22%	26%	0%	18%

LONG-TERM FINANCIAL PLANS

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

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

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



LONG-TERM FINANCIAL PLANS

ASSUMPTIONS FOR REVENUE PROJECTIONS

1. Sewer and Water revenues increase annually by the amount needed to fully cover their costs.
2. Cherry Sheet revenue (State Aid) remains level based on FY24.
3. Transfers from the Health Claims Trust Fund will increase annually by \$250,000.
4. Transfers from the Debt Stabilization Fund are \$10,000,000 in FY25-FY26 and \$7,000,000 in FY27. There is a \$10,000,000 transfer from the Universal Pre-K Stabilization Fund in FY25.
5. Other non-property tax revenues remain level or are projected to increase modestly based on recent trends.
6. The property tax levy will increase to cover remaining expenditure increases and balance the budget. Estimated property tax increases range from 7%-10% annually.

ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY25	7/1/2024	2.50%	2.50%
FY26	7/1/2025	2.50%	2.50%
FY27	7/1/2026	2.50%	2.50%
FY28	7/1/2027	2.50%	2.50%

2. Health insurance costs increase will be 7% in FY25-28.
3. Dental insurance costs increase 2.5% from FY25-FY28.
4. Contributory pensions are based on the actuarially-required amounts to be fully-funded by FY26 and remain fully-funded thereafter.
5. OPEB contribution is \$2,000,000 for FY25 and FY26 and \$30,000,000 for FY27 and FY28.
6. Other Ordinary Maintenance expenses increase by 6% annually with a \$20,000,000 increase in FY25 for Universal Pre-K.
7. Travel & Training expenses increase by 6% annually.
8. Extraordinary Expenditures increase by 6% annually.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 3.5% each year.
11. Cherry Sheet assessment remains level funded annually based on FY24.
12. Pay-As-You-Go Capital is \$3,800,000 annually FY25-FY28.

LONG-TERM FINANCIAL PLANS

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

	FY24 ADOPTED	FY25 PROJECTED	FY26 PROJECTED	FY27 PROJECTED	FY28 PROJECTED
REVENUES					
Charges for Services	\$102,211,765	\$107,732,560	\$110,983,325	\$117,070,995	\$124,624,685
Fines & Forfeits	\$8,617,500	\$8,784,500	\$8,954,840	\$9,128,585	\$9,305,810
Intergovernmental Revenue	\$64,234,490	\$65,784,495	\$63,426,915	\$56,041,830	\$56,041,830
Licenses & Permits	\$46,588,260	\$46,888,260	\$46,888,260	\$46,888,260	\$46,888,260
Miscellaneous Revenue	\$52,401,280	\$63,431,280	\$49,601,280	\$42,851,280	\$43,101,280
Taxes	\$613,585,590	\$674,913,420	\$720,290,355	\$776,085,440	\$809,002,680
TOTAL REVENUES	\$887,638,885	\$967,534,515	\$1,000,144,975	\$1,048,066,390	\$1,088,964,545
EXPENDITURES					
Salary & Wages	\$562,388,790	\$586,466,920	\$590,954,715	\$608,600,755	\$627,745,915
Other Ordinary Maintenance	\$224,107,555	\$253,835,945	\$265,279,875	\$277,340,605	\$290,053,420
Travel & Training	\$5,065,650	\$5,369,590	\$5,691,765	\$6,033,270	\$6,395,265
Extraordinary Expenditures*	\$96,076,890	\$121,862,060	\$138,218,620	\$156,091,760	\$164,769,945
TOTAL EXPENDITURES	\$887,638,885	\$967,534,515	\$1,000,144,975	\$1,048,066,390	\$1,088,964,545
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -

*This chart includes the Pay-As-You-Go capital.

LONG-TERM UNFUNDED LIABILITIES

As of January 1, 2022, the City’s share of the Cambridge Retirement Board had an unfunded actuarial accrued liability of \$181.5 million and a funding ratio of 90.57%. The City’s proportionate share of the liability is \$134.0 million as of June 30, 2022. The City will make a contribution of \$64.6 million in FY24 and is on track to have the pension fully funded by 2026.

The City will make its annual \$2 million payment to the OPEB trust fund in FY24. As of June 30, 2022, the OPEB asset valuation is \$29.0 million. The actuarial net OPEB liability was \$760.1 million. After the pension liability is fully funded in 2026, it is anticipated that the City will reallocate the excess pension appropriation above the annual required amount towards the funding of the OPEB liability.

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SECTION IV

REVENUE

REVENUE

REVENUE CATEGORIES

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

REVENUE ASSUMPTIONS

The City's practice is to budget revenues conservatively. Revenue requests for FY24 are based on FY22 actual and FY23 projected collections, historical trends, and anticipated changes that impact particular revenues. In FY22, the City met its budgeted revenue in the aggregate, even as some individual sources fell below budgeted amounts due to the lingering impacts of the COVID-19 crisis. Many revenue sources that declined during the pandemic have rebounded and will continue to be monitored.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases to these amounts proposed in FY24, for the most part, have not been reflected in the budget, in keeping with the practice to obtain actual revenue history prior to budgeting an increase in revenue. In addition, the economic outlook, planned use of reserves, and ongoing analysis of revenue collections also contribute to the estimates of non-property tax revenues.

MAXIMIZING NON-TAX REVENUE

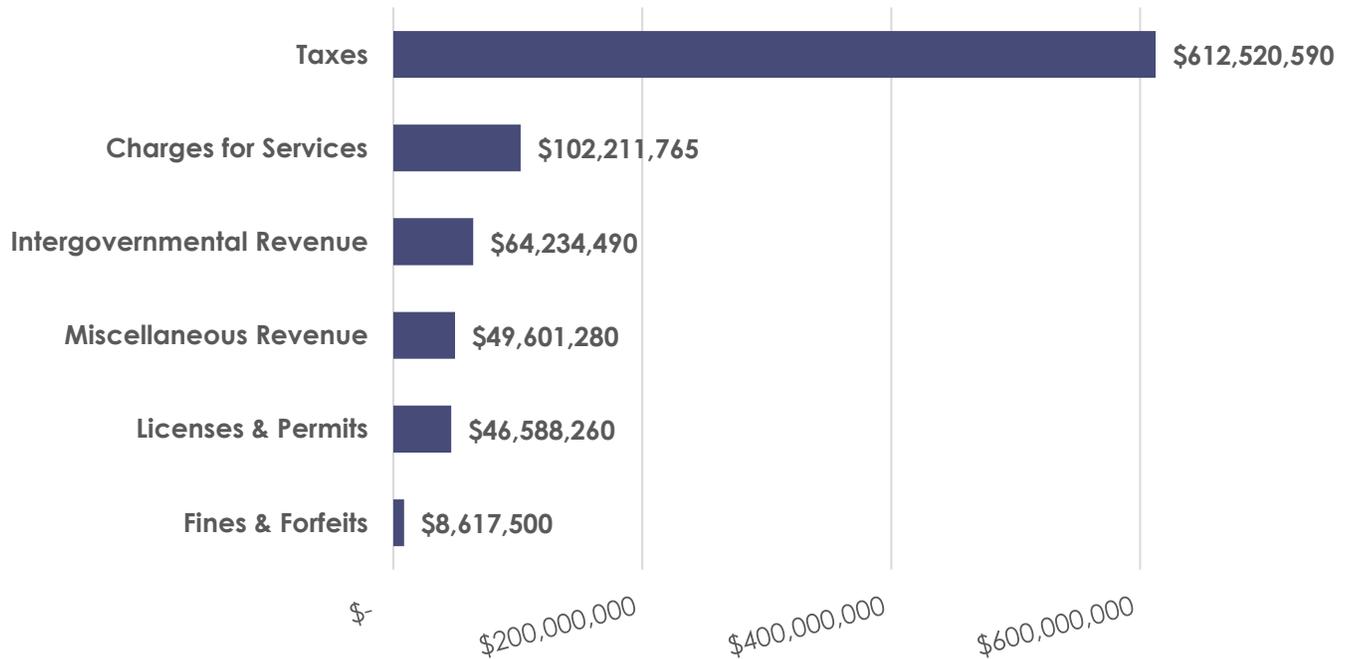
The City will continue its policy of maximizing alternative revenue sources to lower residents' tax burden for City services through enforcing license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. Several key non-property tax revenues will be reviewed again in the fall as part of the property tax and classification process. The total property tax levy is projected to increase by 9.2% in FY24, or by \$48.8 million from the FY23 property tax levy.

FIVE YEAR BUDGETED REVENUE ANALYSIS

REVENUE CATEGORY	FY20	FY21	FY22	FY23	FY24
CHARGES FOR SERVICES	\$91,176,760	\$93,436,400	\$89,969,745	\$93,475,125	\$102,211,765
FINES & FORFEITS	\$10,177,370	\$10,490,475	\$8,509,000	\$8,508,000	\$8,617,500
INTERGOVERNMENTAL REVENUE	\$51,350,145	\$54,553,800	\$55,334,540	\$61,742,295	\$64,234,490
LICENSES AND PERMITS	\$20,255,620	\$22,738,570	\$27,483,425	\$42,474,205	\$46,588,260
MISCELLANEOUS REVENUE	\$22,631,620	\$26,573,515	\$26,840,865	\$30,837,540	\$49,601,280
TAXES	\$482,792,720	\$507,471,465	\$540,083,115	\$564,414,705	\$612,520,590
TOTAL	\$678,384,235	\$715,264,225	\$748,220,690	\$801,451,870	\$883,773,885

REVENUE

FY24 OPERATING BUDGET - REVENUES BY CATEGORY

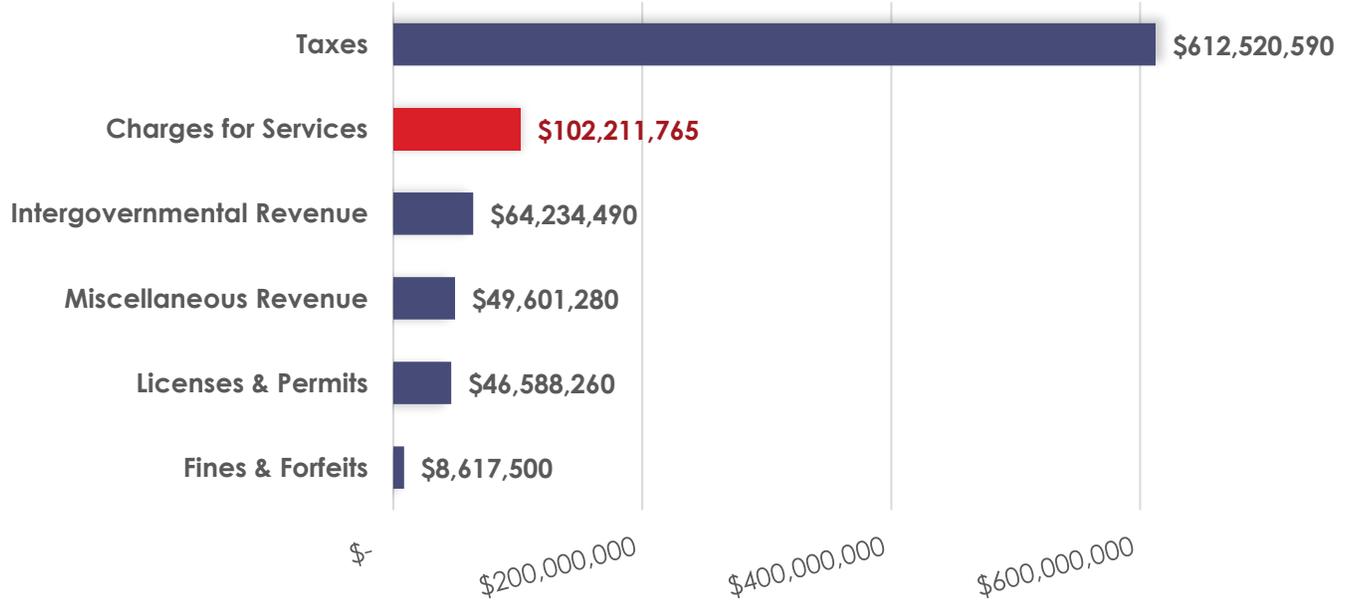


OPERATING BUDGET

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$92,721,065	\$96,522,890	\$102,211,765
FINES & FORFEITS	\$9,445,765	\$10,353,900	\$8,617,500
INTERGOVERNMENTAL REVENUE	\$56,034,175	\$63,265,280	\$64,234,490
LICENSES AND PERMITS	\$49,387,810	\$51,944,200	\$46,588,260
MISCELLANEOUS REVENUE	\$27,676,415	\$35,130,835	\$49,601,280
TAXES	\$527,411,075	\$573,042,930	\$612,520,590
TOTAL REVENUE	\$762,676,305	\$830,260,035	\$883,773,885
PROGRAM EXPENDITURES			
GENERAL GOVERNMENT	\$75,658,475	\$73,851,785	\$79,248,160
PUBLIC SAFETY	\$158,436,220	\$168,931,850	\$186,828,465
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$167,991,285	\$179,027,315	\$219,730,310
HUMAN RESOURCE DEVELOPMENT	\$56,930,305	\$66,292,435	\$80,463,810
EDUCATION	\$221,315,440	\$232,389,140	\$245,000,000
INTERGOVERNMENTAL	\$64,455,990	\$70,580,000	\$72,503,140
TOTAL EXPENDITURES	\$744,787,715	\$791,072,525	\$883,773,885

CHARGES FOR SERVICES

FY24 OPERATING BUDGET - REVENUES BY CATEGORY

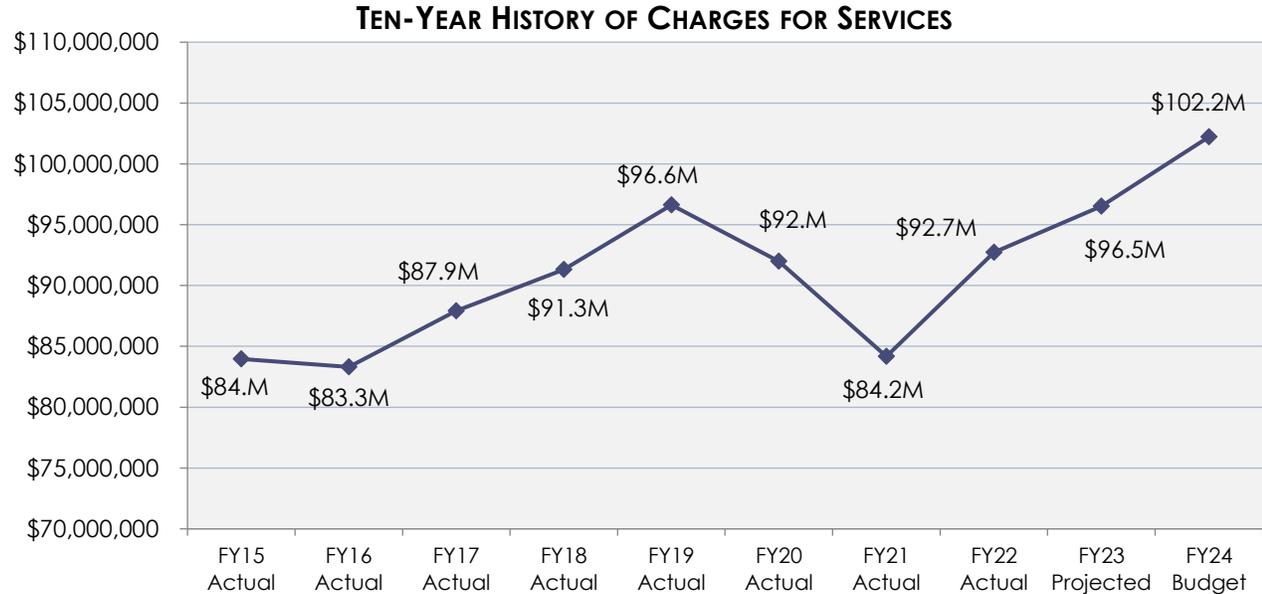


CHARGES FOR SERVICES SUMMARY

CHARGES FOR SERVICES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
FEES	\$7,664,060	\$8,210,545	\$8,006,240
OTHER CHARGES FOR SERVICES	\$1,992,200	\$2,072,640	\$2,426,840
PARKING	\$10,564,530	\$9,710,000	\$11,010,695
SEWER SERVICE CHARGE,	\$56,038,040	\$60,777,005	\$64,537,255
WATER UTILITY REVENUE	\$16,462,235	\$15,752,700	\$16,230,735
TOTAL	\$92,721,065	\$96,522,890	\$102,211,765

CHARGES FOR SERVICES

Charges for services are an important revenue source to maintain the level of services provided to the community. With a limit on tax revenues, the City must impose charges for the delivery of some services. Fees are flexible and adjustable in accordance with inflation and demand levels. User fees are often a more equitable funding mechanism than taxes because those who benefit from the service directly pay for that service. The user fees also allow the City to recover the cost of providing services, such as water and sewer, to tax exempt institutions. Service charges and user fees will account for 11.6% of total operating revenues.



CHARGES FOR SERVICES

FEES

FY24: \$8,006,240*

FEES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
ADMINISTRATIVE	<u>\$356,470</u>	<u>\$332,350</u>	<u>\$332,700</u>
Certified Copies	\$233,675	\$226,000	\$226,000
Document Sales	\$155	\$20	\$700
Domestic Partners	\$5,545	\$5,000	\$5,000
Misc. Clerk's Fees	\$27,645	\$30,000	\$30,000
Municipal Liens	\$88,000	\$70,000	\$70,000
Photocopy/Reproduction	\$1,450	\$1,330	\$1,000
ELECTRICAL	<u>\$1,141,180</u>	<u>\$1,109,000</u>	<u>\$1,109,000</u>
Cut-Out/Plug-Out Fee	\$38,825	\$35,000	\$35,000
Fire Alarm Box Charge	\$177,200	\$174,000	\$174,000
Signal Maintenance Fee	\$925,155	\$900,000	\$900,000
HEARING/FILING	<u>\$172,345</u>	<u>\$169,500</u>	<u>\$169,500</u>
Board of Zoning Appeals	\$137,255	\$135,000	\$135,000
Conservation Commission	\$5,675	\$1,500	\$1,500
License Hearing Fees	\$29,415	\$33,000	\$33,000
HUMAN SERVICES	<u>\$4,318,000</u>	<u>\$4,974,695</u>	<u>\$4,817,500</u>
Athletic Leagues	\$1,910	\$6,000	\$6,000
Childcare Tuition	\$1,277,090	\$1,500,000	\$1,400,000
Community Schools	\$1,346,805	\$1,500,000	\$1,600,000
Field Permits	\$100,795	\$140,000	\$140,000
Golf Course	\$1,124,520	\$1,262,695	\$1,060,500
King Open Extended Day	\$192,190	\$160,000	\$220,000
Recreational Activities	\$155,985	\$300,000	\$275,000
Senior Activities	\$42,045	\$25,000	\$25,000
Special Needs	\$12,280	\$11,000	\$11,000
Youth Programs	\$64,380	\$70,000	\$80,000
PUBLIC SAFETY	<u>\$1,676,065</u>	<u>\$1,625,000</u>	<u>\$1,577,540</u>
Agency Fee	\$8,485	\$7,500	\$7,000
Fire Detail Surcharge	\$254,690	\$280,000	\$180,000
Inspectional Details	\$17,055	\$12,500	\$10,000
Police Detail Surcharge	\$308,990	\$275,000	\$300,000
Rescue Service Fees	\$925,350	\$918,000	\$945,540
Sealing Inspection	\$21,815	\$22,000	\$21,000
Smoke Detectors	\$77,050	\$51,000	\$51,000
Towing Surcharge	\$62,630	\$59,000	\$63,000
TOTAL REVENUE	\$7,664,060	\$8,210,545	\$8,006,240

*Does not include revenue (\$30,000 in golf course fees and \$48,000 in recreational activity fees) that will be used in the Capital Budget.

CHARGES FOR SERVICES

ADMINISTRATIVE FEES

- **Certified Copies of Documents.** The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage, and domestic partnership certificates.
- **Document Sales.** The Election Commission receives revenue from the sale of the annual street listing book.
- **Domestic Partners.** The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 per certificate (filing fee).
- **Miscellaneous City Clerk Charges.** The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include zoning and municipal ordinance fees and the filing fee for a zoning petition.
- **Municipal Lien Certificates.** The Finance Department issues a certificate indicating any tax or utility charges outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from \$25 to \$150 depending on the type of property.
- **Reproduction Services.** A number of departments charge for the reproduction of department records and reports. In accordance 950 CMR 32.07(2), promulgated pursuant to Massachusetts General Laws Chapter 66, Section 10, the City is entitled to charge for photocopying costs at \$0.05 per page for black and white copies, and the actual cost incurred in providing copies not susceptible to ordinary means of reproduction. As a courtesy, the City waives the fee for the first fifty pages of black and white copies on letter or legal paper.

ELECTRICAL FEES

- **Cut-Out/Plug-Out Fee.** A fee of \$25 is assessed for the disconnection and reconnection of private systems to the City's system for repairs and maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed two in one week.
- **Fire Alarm Box Charge.** An annual fee of \$400 is charged for every private master fire alarm box connected to the City's alarm system.
- **Signal Maintenance Fee.** A fee is assessed to disconnect or reconnect a privately-owned master box on private buildings if the service was provided after hours. This fee reimburses the City for overtime costs.

HEARING/FILING FEES

- **Board of Zoning Appeal.** Fees are collected by the Inspectional Services Department for petitioning the Board of Zoning Appeal 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 land adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee plus \$25 is payable to the City. The list of project categories and associated fees can be found at 310 CMR 10.03(7)(c).

CHARGES FOR SERVICES

- **License Application and Hearing Fees.** There are certain petitions/applications that require a hearing before the Board of License Commissioners. For those, if the application must be advertised in the newspaper, the applicant pays a \$175 hearing and advertising fee. If a hearing is required but no advertisement is required, the applicants pays \$100 hearing fee. There are approximately 150 petitions/applications that require a hearing each year. For alcohol license applications, there is also an application processing fee of \$25. For Special Noise Variance applications there is a non-refundable, non-transferrable \$75 application fee. For Pole and Conduit petitions not related to small cell attachments, there is a \$200 non-refundable, non-transferrable fee. Small Cell installation petitions also require a fee that is set pursuant to the City's Small Cell Installation Policy.

HUMAN SERVICE PROGRAM FEES

- **Athletic Leagues.** The Recreation Division sponsors and supports youth athletic leagues, primarily in the summer. In FY23 there was a resurgence in participation across all leagues, especially the Medina Dixon Instructional League for Girls.
- **Childcare Tuition.** Preschool programs are held at King, Kennedy/Longfellow, Morse, Peabody, 119 Windsor St., King Open and Haggerty School. After-school programs are located at the Morse, King, Fletcher/Maynard Academy, and Peabody Schools. Both Preschool and Afterschool use sliding scale tuition rates to ensure childcare services are available to Cambridge families. Tuition rates are adjusted each year based on HUD Area Median Income.
- **Community Schools Revenue.** This category includes revenues received from summer camps and school year programs offered by the Community Schools throughout the city. In FY22, new sliding scale tuition rates were implemented across all programs. The newly implemented sliding fee scales allowed us to prioritize our services to Cambridge's underserved populations.
- **Field Permits.** A permit fee of \$120 is required per two-hour period of field use. Fees are waived to all schools, youth leagues, and City sponsored events.
- **Golf Course.** The Thomas P. O'Neill, Jr. Golf Course at Fresh Pond is supported by membership dues and fees. \$60,500.00 of total revenues is allocated to Debt Service for Golf Course improvements.
- **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. In FY23, King Open Extended Day increased capacity to pre-pandemic numbers and uses the current Department sliding scale tuition rates across all classrooms.
- **Recreational Activities.** The War Memorial Recreation Center provides year-round evening adult classes and weekend children's activities and classes. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs.
- **Senior Activities/Council on Aging.** Funds are generated from various classes and activities offered by the Council on Aging. In FY23 programming was a mix of in-person and virtual. Fees are not collected currently for virtual classes. Funds received from Somerville Cambridge Elder Services support staffing.
- **Special Needs.** Revenues from Camp Rainbow and school year special needs activities are generated through participant registration fees.
- **Youth Programs.** These funds are generated from tuition for the pre-teen year-round program, summer and vacation camps, and from teen membership fees, and are used to offset program expenses. CYP uses sliding scale tuition rates across all Youth Centers.

CHARGES FOR SERVICES

PUBLIC SAFETY FEES

- **Agency Fee.** This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.
- **Fire Detail Surcharge.** The City receives a 10% surcharge for the private use of off-duty firefighters.
- **Inspectional Details.** The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.
- **Police Detail Surcharge.** The City receives a 10% surcharge for the private use of off duty police officers.
- **Rescue Service Fees.** The Emergency Medical Services paramedic plan improves Advanced Life Support services in the City by utilizing firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City. This allows the City to increase its third party revenues for transport fees and advanced life support services included in the Fire Department Budget.
- **Sealing Inspection.** In accordance with Massachusetts General Laws, Chapter 98, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.
- **Smoke Detectors.** A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148. This revenue is used to fund the Fire Budget.
- **Towing Surcharge.** The City receives \$7 of each towing charge paid in the City. The revenue is used to fund the Police Budget.

OTHER CHARGES FOR SERVICES

FY24: \$2,426,840

OTHER CHARGES FOR SERVICES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Cable Franchise License Fees	\$1,087,600	\$1,088,005	\$1,089,585
Cemetery Fees	\$256,785	\$275,000	\$275,000
Rent of City Property	\$602,105	\$666,135	\$717,255
Short-Term Rental Community Impact Fee	\$0	\$0	\$300,000
White Goods	\$45,710	\$43,500	\$45,000
TOTAL	\$1,992,200	\$2,072,640	\$2,426,840

CABLE FRANCHISE LICENSE FEES

Revenues are received from Comcast according to the Cable Television License agreement with the City. The revenue received by the City is calculated based on Comcast cable revenues and the number of subscribers.

CEMETERY FEES

The Public Works Department maintains the Cambridge Cemetery. Fees help support the cost of operating the cemetery. The fee for a single grave opening is \$1,500 and a cremation opening is \$320.

RENT OF CITY PROPERTY

The City will receive rent proceeds (\$572,635) from the Cambridge Housing Authority for tenancy at 5 Western Avenue as an offset to the Debt Service costs for the renovation of the Alice K. Wolf Center. In addition, the City will receive \$51,000 from the Cambridge YWCA for emergency family housing located in a City-owned building and from the New School of Music, located on Lowell Street. These funds are used to support the Public Works Budget.

CHARGES FOR SERVICES

SHORT-TERM RENTAL COMMUNITY IMPACT FEE

MGL chapter 64G authorizes municipalities to charge a 3% community impact fee on short-term rentals. This revenue is used to support affordable housing.

WHITE GOODS

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

PARKING

FY24: \$11,010,695*

PARKING CHARGES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Boot Removal Fees	\$8,750	\$10,000	\$15,000
Business Parking Permits	\$59,195	\$60,000	\$60,000
Meter Collection	\$3,795,740	\$4,000,000	\$4,105,780
Parking Garages	\$4,619,325	\$3,540,000	\$4,729,915
Parking Lots	\$626,965	\$600,000	\$650,000
Resident Stickers	\$852,170	\$850,000	\$850,000
Use of Meters	\$602,385	\$650,000	\$600,000
TOTAL	\$10,564,530	\$9,710,000	\$11,010,695

*Does not include \$221,085 in parking revenues that will be used in the Capital Budget.

PARKING FUND

This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see Fines and Forfeits) and interest earnings (see Miscellaneous Revenue). These revenues are then distributed to help fund programs permitted under Chapter 44 of the Massachusetts General Laws. In addition to funding the Traffic, Parking, and Transportation (TP+T) budget, parking fee revenue will also support the Police Department (\$1,116,355) and Cherry Sheet Assessments (\$174,940).

BOOT REMOVAL FEE

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

BUSINESS PARKING PERMITS

Business parking permits are issued by TP+T on a limited basis to accommodate users who travel around the city for work-related purposes to provide services to residents.

METER COLLECTIONS

The rate for on-street meters ranges from \$1 - \$2 per hour. Time limits vary by location.

PARKING GARAGES

The two municipal parking garages the City operates charge \$4 for the first hour and varying rates for additional time, up to \$30 for 24 hours. There are a total of 1,328 parking spaces in these facilities.

PARKING LOTS

The City operates nine municipal parking lots with pay stations that accept quarters and credit cards and one metered lot. The rates in these lots range from \$1.25 to \$3 per hour.

CHARGES FOR SERVICES

RESIDENT STICKERS

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

USE OF METERS

Payment is received when a request is made to use metered spaces in conjunction with a street obstruction or closing permit such as when a company requests the use of the metered spaces for construction work. The fee is \$13 per meter per day. Applicants use Viewpoint, the City's Permitting and Licensing system, to submit requests which are reviewed and approved by TP+T.

SEWER SERVICE

FY24: \$64,537,255*

SEWER SERVICES CHARGES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Sewer Connection Fee	\$448,725	\$262,655	\$125,000
Sewer Service Charge	\$55,589,315	\$60,514,350	\$64,412,255
TOTAL	\$56,038,040	\$60,777,005	\$64,537,255

*Does not include \$3,000,000 in sewer revenues that will be used in the Capital Budget.

SEWER CONNECTION FEE

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

SEWER SERVICE CHARGE

Each year, the City authorizes a Sewer Service Charge to shift sewer expenditures away from property taxes. Sewer Service charges are included in the General Fund. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the U.S. Environmental Protection Agency and the MA Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. The FY24 sewer rate increase is 5.1% while the water rate increase is 6.6%, which calculates to a combined rate increase of 5.43%. The Sewer Service Charge revenue is allocated to the following City departments: Finance (\$225,000), Public Works (\$7,195,735), Debt Service (\$26,470,890), Massachusetts Water Resource Authority (\$30,601,130), and Community Development (\$44,500).

WATER

FY24: \$16,230,735

WATER CHARGES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Misc. Water Charges	\$1,222,535	\$1,039,700	\$1,100,000
Water Usage	\$15,239,700	\$14,713,000	\$15,130,735
TOTAL	\$16,462,235	\$15,752,700	\$16,230,735

*Does not include \$3,205,000 in water usage revenue that will be used in the Capital Budget.

MISCELLANEOUS WATER CHARGES

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

CHARGES FOR SERVICES

WATER USAGE

The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY24 rates, effective for all water consumed as of April 1, 2023 represent a 6.6% increase in the water rate and an 5.1% increase in the sewer rate, with a 5.43% increase in the combined rate.

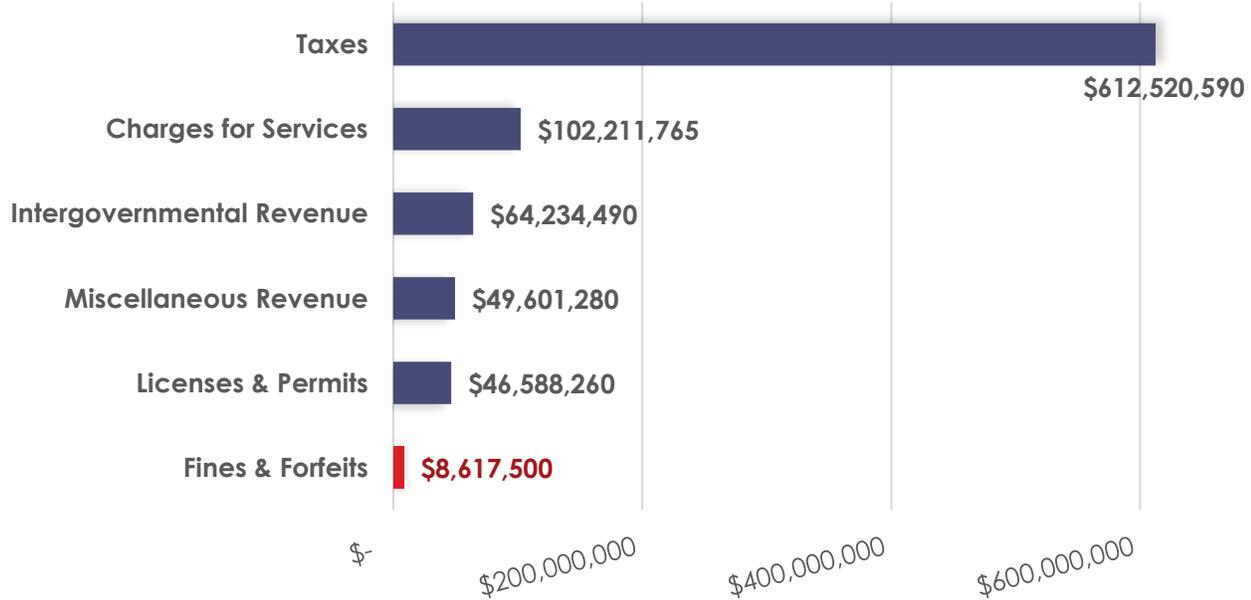
Block	Annual Consumption	Water Rate	Sewer Rate
1	0-40 CeF	\$3.32	\$15.34
2	41-400 CeF	\$3.55	\$16.21
3	401-2,000 CeF	\$3.77	\$17.42
4	2,011-10,000 CeF	\$4.01	\$18.75
5	Over 10,000 CeF	\$4.35	\$19.93

All consumption is measured in hundreds of cubic feet and the rates charged are per hundred cubic feet. One hundred cubic feet equals approximately 748 gallons of water.

In addition to funding the Water Department budget, Water Fund revenues will also support the following City departments: Finance (\$225,000), Public Works (\$462,770), Community Development (\$30,000), and Animal Commission (\$10,000).

FINES & FORFEITS

FY24 OPERATING BUDGET - REVENUES BY CATEGORY



FINES & FORFEITS SUMMARY

FY24: \$8,617,500*

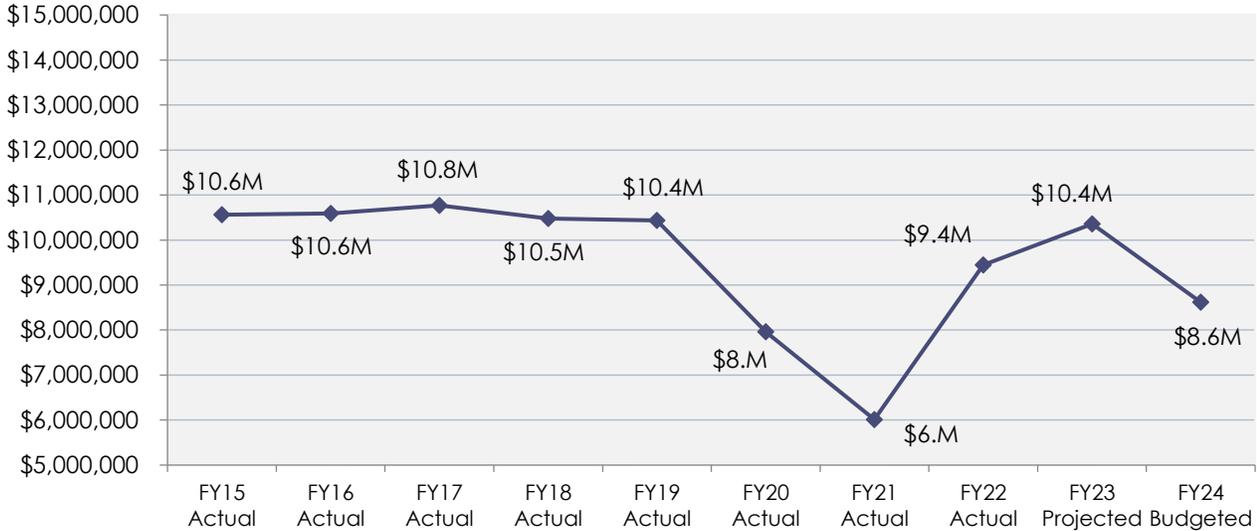
FINES & FORFEITS	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
ANIMALS	\$4,275	\$3,800	\$2,000
BICYCLE	\$620	\$100	\$500
FALSE ALARMS	\$39,935	\$43,000	\$53,000
MOVING VIOLATIONS	\$95,625	\$95,000	\$200,000
NOISE FINES	\$9,600	\$12,000	\$12,000
PARKING	\$9,295,710	\$10,200,000	\$8,350,000
TOTAL	\$9,445,765	\$10,353,900	\$8,617,500

*Does not include \$1,928,915 in Parking Fine revenue that will be used in the Capital Budget.

FINES & FORFEITS

Fines & Forfeits are penalties levied for violations of the City's municipal code. Parking fines are the largest revenue source in this category. Fines & Forfeits will account for 1.0% of total operating revenues.

TEN-YEAR HISTORY OF FINES & FORFEITS



ANIMAL FINES

The Animal Commission issues fines for unleashed and unlicensed dogs, failure to dispose of dog waste properly, and failure to comply with regulations in off-leash areas. Dog owners are subject to a fine not exceeding \$50 for each offense for failure to comply to off-leash regulations. Failure to license or display a current dog license results in a \$50 fine. Failure to properly dispose of dog waste is punishable by a fine of not more than \$100 for each offense. Failure to leash your dog is a fine of \$25.

BICYCLE FINES

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

FALSE ALARM FINES

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

The Police Department charges for false alarms exceeding two in a calendar year. On the third police response, the following fines are assessed: third response (\$20), fourth response (\$50), fifth and subsequent response (\$100).

HACKNEY FINES

The License Commission issues fines to Cambridge licensed hackney operators/owners and dispatch services for violations of the Cambridge Municipal Code 5.20 or the Hackney Rules and Regulations. The License Commission also issues fines to non-Cambridge licensed hackney operators/owners and other individuals who violate Cambridge Municipal Code 5.20. Cambridge Municipal Code 5.20 does not apply to regulating Transportation Network Companies (TNC). When a Hackney Officer issues a fine to a TNC operator, it is based on traffic law violations. The Board of License Commissioners continues to waive all renewal fees for Hackney Driver's Licenses.

FINES & FORFEITS

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 Registry of Motor Vehicles, are distributed to the City on a monthly basis and used as revenue in the Police Department Budget.

NOISE FINES

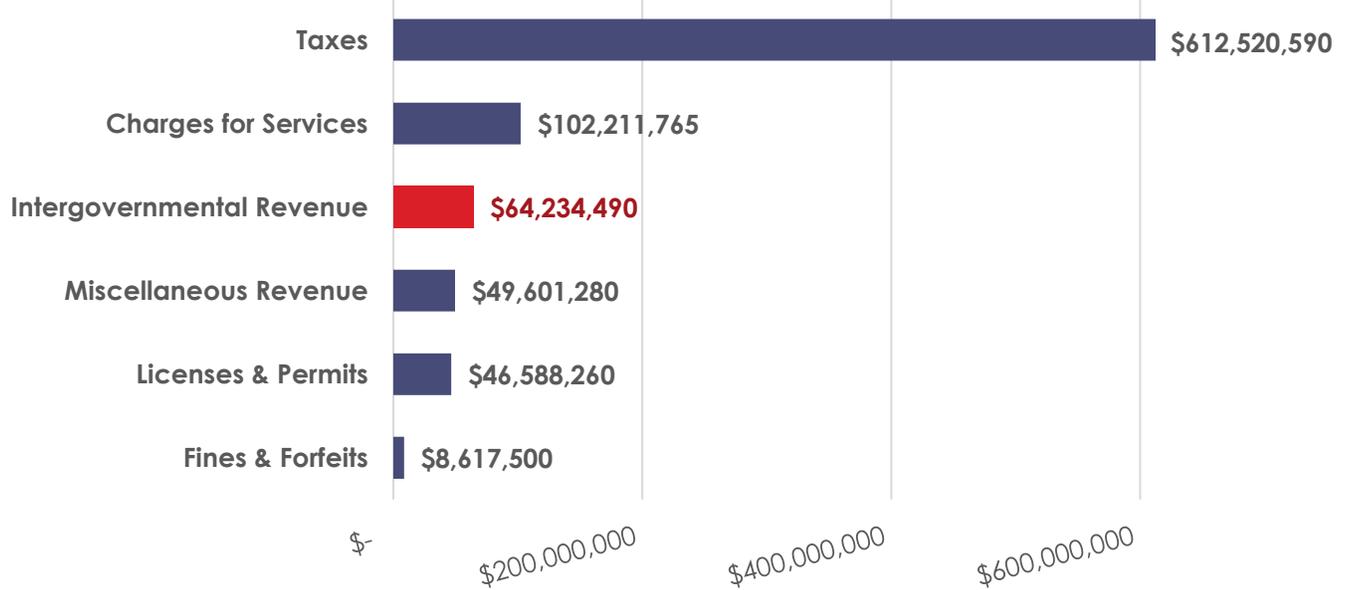
Pursuant to Cambridge Municipal Code Noise Ordinance 8.16, the License Commission may issue fines to any person, business, or licensee which violates the provisions therein. The fines issued can be of up to \$300 per violation, per day.

PARKING FINES

The timely collection of Parking Fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full. In addition to funding the TP+T budget, Parking Fines will also support the Police Department (\$2,603,425) and School Department (\$100,000).

INTERGOVERNMENTAL REVENUE

FY24 OPERATING BUDGET - REVENUES BY CATEGORY



INTERGOVERNMENTAL REVENUE SUMMARY

INTERGOVERNMENTAL REVENUE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
FEDERAL GRANTS	\$996,125	\$1,115,675	\$1,040,135
OTHER INTERGOV. REVENUE	\$10,763,470	\$11,590,020	\$12,883,510
STATE CHERRY SHEET REV.	\$44,139,350	\$50,376,445	\$50,162,945
STATE GRANTS	\$135,230	\$183,140	\$147,900
TOTAL	\$56,034,175	\$63,265,280	\$64,234,490

INTERGOVERNMENTAL REVENUE

Intergovernmental Revenue includes Federal and State grants, other governmental revenues, and state aid revenue. Examples include the state's Cherry Sheet allocation and federal funds received from the Community Development Block Grant. Intergovernmental revenue will account for 7.3% of total operating revenues.

GRANT FUND

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

TEN-YEAR HISTORY OF INTERGOVERNMENTAL REVENUE



FEDERAL GRANTS

FY24: \$1,040,135*

FEDERAL GRANTS	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Com. Dev. Block Grant	\$996,125	\$1,115,675	\$1,040,135
TOTAL	\$996,125	\$1,115,675	\$1,040,135

*Does not include \$1,559,380 in CDBG funds that will be used in the Capital Budget.

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

COMMUNITY DEVELOPMENT BLOCK GRANT

The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the physical environment, preserving the diversified employment base, and improving the quality of public services. FY24 CDBG funds are allocated as follows: Community Development (\$650,210) and the Department of Human Service Programs (\$389,925).

INTERGOVERNMENTAL REVENUE

OTHER GOVERNMENTAL REVENUE

FY24: \$12,883,510

OTHER GOVERNMENTAL REVENUE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Cambridge Health Alliance	\$9,536,145	\$10,690,020	\$11,983,510
Medicaid Reimbursement	\$1,227,325	\$900,000	\$900,000
TOTAL	\$10,763,470	\$11,590,020	\$12,883,510

CAMBRIDGE HEALTH ALLIANCE

The Cambridge Health Alliance reimburses the City for its share of contributory retirement system costs that are budgeted in the Employee Benefits Department.

MEDICAID REIMBURSEMENT

This revenue source reflects reimbursements of the cost of certain health services provided to Medicaid eligible students with disabilities.

STATE CHERRY SHEET REVENUE

FY24: \$50,162,945

FEES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
EDUCATION REIMBURSEMENT	<u>\$2,296,310</u>	<u>\$7,152,550</u>	<u>\$4,696,870</u>
Charter School Tuition Reimbursement	\$2,296,310	\$7,152,550	\$4,696,870
GEN. GOVT. REIMB/DISTRIB	<u>\$583,895</u>	<u>\$438,880</u>	<u>\$354,530</u>
Library Aid	\$169,835	\$203,260	\$239,030
Real Estate Abatements	\$149,745	\$123,325	\$26,225
Veterans' Benefits	\$264,315	\$112,295	\$89,275
SCHOOL/LOCAL AID (UGGA)	<u>\$41,259,145</u>	<u>\$42,785,015</u>	<u>\$45,111,545</u>
School Aid/Chapter 70	\$17,648,470	\$18,538,850	\$19,728,180
Unrestricted General Gvt. Aid/Local Aid	\$23,610,675	\$24,246,165	\$25,383,365
TOTAL REVENUE	\$44,139,350	\$50,376,445	\$50,162,945

Every year the Commonwealth sends each municipality a "Cherry Sheet," named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one 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. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school related items. Estimated revenues are based on the Governor's FY24 budget proposal and are subject to revision after the state budget process is completed.

Cherry Sheet revenue is used in funding 22 City departmental Operating Budgets and for Cherry Sheet Assessments. The City estimates Chapter 70 School Aid and Unrestricted General Government Aid (UGGA) revenue of \$45,111,545 in FY24. These two local aid categories represent 5.1% of the total Operating Budget.

INTERGOVERNMENTAL REVENUE

EDUCATION REIMBURSEMENT

- **Charter School Tuition Reimbursement.** This revenue is intended to partially reimburse local communities for the cost of Charter School tuitions, which are assessed to local communities through the Cherry Sheet. Under Chapter 46, the state is to reimburse increased costs over a three-year period at a declining rate of 100%, 60%, and 40%.

GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

- **Library Aid.** This amount has three components: the Library Incentive Grant is disbursed to all certified municipalities based on their population to encourage local support for library services and bolster reciprocal resource sharing among libraries; the Municipal Equalization Grant apportioned according to the lottery distribution formula, including equalized property valuation; and the Nonresident Circulation Offset helps libraries cover additional costs related to circulating materials to patrons of other Massachusetts library systems. All Library Aid funding is contingent upon the municipal library being certified annually by the Massachusetts Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.
- **Real Estate Exemptions.** The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses, and the legally blind. Under state law, municipalities are reimbursed in part or in full for abated taxes for veterans with disabilities or Purple Hearts depending on the extent of the veteran's disability. The base exemption amount is \$400 and can be increased to as much as the full amount of the veteran's real estate tax depending upon the extent of the veteran's disability. State law also provides an abatement of \$500 for a legally blind person, which can be increased to a maximum of \$1,000, depending upon the tax increase over the prior year. In addition, persons over age 65 with yearly maximum earnings of \$30,228 for a single person or \$45,343 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 \$60,453, or married, in excess of \$83,123, 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.
- **Veterans' Benefits and Aid to Dependents of Veterans.** Under MGL Chapter 115, section 6, each municipality can submit an application to the state Executive Office of Veterans' Services for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits.

SCHOOL/LOCAL AID

- **School Aid.** Chapter 70 School Aid is based on a formula that takes into account enrollment, pupil characteristics, inflation, property values, and personal income data.
- **Unrestricted General Government Aid/Local Aid.** This revenue refers primarily to distributions from the Commonwealth to municipal general revenue for additional assistance and lottery aid.

INTERGOVERNMENTAL REVENUE

STATE GRANTS

FY24: \$147,900

STATE GRANTS	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Consumers' Council Grant	\$65,000	\$65,000	\$65,000
Mass. Cultural Council	\$18,800	\$23,500	\$32,900
Reimb/Non-Contrib Pensions	\$6,855	\$50,000	\$50,000
State MCWT Subsidy	\$44,575	\$44,640	\$0
TOTAL	\$135,230	\$183,140	\$147,900

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

ADDITIONAL VOTING HOURS

The state funds additional voting hours for Primary and General Elections, including costs related to state-mandated early voting hours, subject to appropriation by the legislature.

CONSUMERS' COUNCIL

The Massachusetts Attorney General's Office annually awards a grant to the Cambridge Consumers' Council to offset the Council's operating budget. The Consumers' Council is a division of the License Commission.

MASSACHUSETTS CLEAN WATER TRUST SUBSIDY

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

MASSACHUSETTS CULTURAL COUNCIL (MCC)

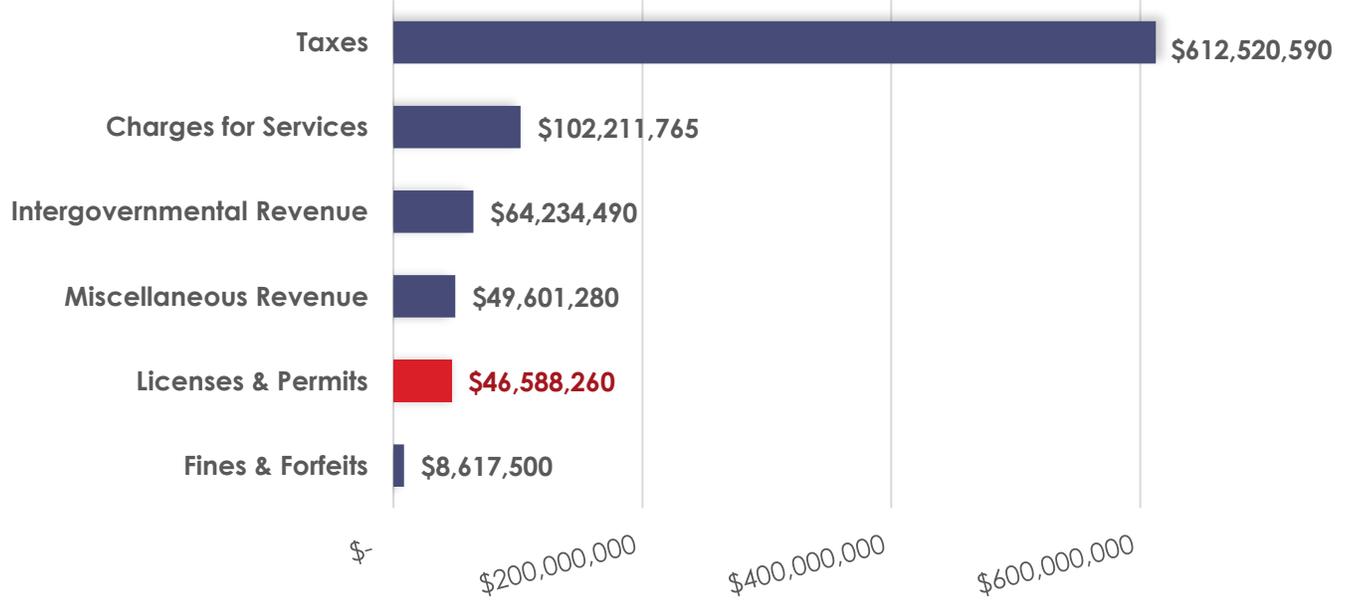
The Arts Council receives a competitive MCC Cultural Investment Portfolio Grant (CIP) to provide operating support to offset administrative and programming costs.

REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

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

LICENSES & PERMITS

FY24 OPERATING BUDGET - REVENUES BY CATEGORY



LICENSES AND PERMITS SUMMARY

LICENSES AND PERMITS	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
LICENSES	\$2,043,825	\$2,994,620	\$2,929,260
PERMITS	\$47,343,985	\$48,949,580	\$43,659,000
TOTAL	\$49,387,810	\$51,944,200	\$46,588,260

LICENSES & PERMITS

License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of the Police Commissioner, the Fire Chief, and the Chairperson of the License Commission. All fees are set by one of three methods: state law, City ordinance, or License Commission policy or regulation. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its webpage www.cambridgema.gov/license. License revenue will account for 0.3% of total operating revenues.

Permits are required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical, or plumbing services). The bulk of permit revenue is brought in through building permits collected by the Inspectional Services Department. All construction and development in the city must be issued a building permit based on the cost of construction. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its webpage www.cambridgema.gov/inspection. Permit revenue will account for 4.9% of total operating revenues.

TEN-YEAR HISTORY OF LICENSES & PERMITS



LICENSES & PERMITS

LICENSES

FY24: \$2,929,260

LICENSES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Alcoholic Beverages	\$671,865	\$980,650	\$985,650
Builders	\$7,890	\$7,000	\$5,000
Common Victualer	\$52,635	\$82,160	\$82,000
Disposal	\$3,600	\$2,800	\$2,800
Dog Licenses	\$53,350	\$45,000	\$45,000
Dumpster	\$137,085	\$125,000	\$125,000
Entertainment	\$132,850	\$175,000	\$175,000
Garage/Gasoline	\$348,215	\$540,000	\$540,000
Hackney	\$4,050	\$12,370	\$13,670
Health Related	\$81,640	\$245,500	\$178,500
Lodging House	\$193,885	\$338,500	\$343,500
Marriage	\$39,445	\$41,500	\$41,500
Miscellaneous	\$45,650	\$45,000	\$45,000
Motor Vehicle Related	\$34,230	\$58,540	\$58,540
Pole and Conduit	\$172,050	\$172,000	\$172,000
Property Use	\$27,425	\$77,000	\$77,000
Recreation Camps	\$4,100	\$15,000	\$12,500
Shops and Sales	\$1,060	\$1,600	\$1,600
Short Term Rentals	\$15,800	\$15,000	\$15,000
Tobacco	\$17,000	\$15,000	\$10,000
TOTAL	\$2,043,825	\$2,994,620	\$2,929,260

ALCOHOLIC BEVERAGES LICENSES

Pursuant to MGL chapter 138 and the Special Acts of 1922, the Board of License Commissioners can grant, suspend, revoke, and regulate licenses for the sale of alcoholic beverages. The license fee depends on the type of liquor license being issued, the category of alcohol being sold, and on whether the license is annual or a one day.

BUILDER'S LICENSES

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

COMMON VICTUALER LICENSES

The common victualer license, issued by the License Commission pursuant to MGL chapter 140, allows food and non-alcoholic beverages to be sold and consumed on the premises. The license fee is a base \$100 fee plus a \$1 per person fee based on the total indoor occupancy.

DISPOSAL/WASTE HAULER LICENSES

Pursuant to City Ordinance 5.24, all private garbage, salvage, and trash companies operating in Cambridge require a license. The fee for each company is \$200. The Board of License Commissioners issues the disposal licenses.

LICENSES & PERMITS

DOG LICENSES

The Animal Commission issues dog licenses, registering the name, address, and telephone number of the dog owner and a complete description of the dog and its rabies expiration date. The Animal Commission charges \$10 for spayed/neutered dogs and \$30 for un-spayed/unneutered dogs.

DUMPSTER LICENSES

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

ENTERTAINMENT LICENSES

Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment. Theater licenses are based on annual attendance and number of screens or stages. The License Commission issues and regulates the entertainment licenses. Entertainment license fees depend on whether it is annual or a one day license, and on the type of entertainment licensed.

GARAGE WITH/WITHOUT FLAMMABLES AND OPEN AIR PARKING LOT LICENSES

These licenses are issued, and the fees related thereto are set, by the Board of License Commissioners. The fees for these licenses depend on the type of license, the amount of flammables stored, and the number of vehicles stored.

HACKNEY FEES & LICENSES

There are 257 medallions that have been issued and approved by the Board of License Commissioners. Due to the state of the taxi industry, it is estimated that at least 163 of those medallions are not in use. Every year, bi-annually, the vehicles to which the medallions were issued are subject to inspection by the Hackney Police Officers. In addition, every year, individuals who have been licensed as hackney drivers must renew their license by submitting themselves to a Criminal Offender Record Information and driving history checks. The annual inspection fee for the vehicles is \$190 and the annual renewal fee for the driver's license is \$42. The Board also issues dispatch service licenses (\$250).

HEALTH RELATED LICENSES

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

LODGING/INNHOLDER LICENSES

Pursuant to MGL chapter 140, the Board of License Commissioners licenses innholders which includes hotels, motels, resorts, boarding houses, lodging houses, fraternities/sororities or inns which are kept, used or advertised or held out to the public to be a place where sleeping or housekeeping accommodations are supplied for pay to guests for transient occupancy. The license fee is \$24 for the first four rooms and \$24 for each additional room if no alcohol is served at the premises. If alcohol is served, then the fee is \$5,900 if there are less than 100 Rooms, and \$6,500 if there are more than 100 Rooms. This does not include short-term rentals, like those booked through services like AirBNB.

MARRIAGE LICENSES

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

LICENSES & PERMITS

MISCELLANEOUS LICENSES

The Board of License Commissioners issues several other types of licenses and permits which it includes in this revenue category. These include fortune tellers (\$50), hawkers/peddlers (\$39 annually, \$10 one day), open-air festivals (\$5 per amusement/ride, per day), leaf blowers (\$200), raffles/bazaar (\$10 one day, \$60 annual), and jitneys (\$100 flat fee plus per driver fee per set schedule posted on website). This category also includes the fees associated with the issuance of Special Noise Variances (\$100).

MOTOR VEHICLE RELATED LICENSES

The Board of License Commissioners issues licenses for used car dealers (\$200), automobile rental agencies (\$121), and livery services (\$121 for the first two vehicles and \$50 for each additional vehicle). Livery service vehicles are also inspected yearly for an annual fee of \$190.

POLE & CONDUIT PERMITS

The City charges a fee for each conduit site, pole and small cell installations which are authorized and for which a permit is granted by the Pole and Conduit Commission. The cost for all types of connections not related to a small cell attachments, are \$200 per street. For small cell attachment the fees are as set by the Pole and Conduit's Small Cell Policy which can be found on the License Commission's website. An annual maintenance fee of \$7,500 is charged to all entities that have conduits in the public way. The applications are processed and fees collected by the License Commission. The Pole & Conduit Commission is chaired by the Chair of the License Commission.

PROPERTY USE LICENSES

Any establishment which has an outdoor patio on the public way and serves alcoholic beverages on the patio, pays an additional \$750 annual fee for the use of the public way. Any establishment which has an outdoor patio on private area and serves alcoholic beverages on the patio, pays an additional \$250 annual fee. Establishments which have outdoor areas that serve alcohol on both public and private property pay both fees. These fees are collected by the License Commission and are to offset the costs associated with regulating, inspecting and investigating the sale and service of alcohol in those areas. The fees paid to the License Commission for operating on a public outdoor area are separate from the fees paid to the Department of Public Works or Traffic, Parking and Transportation for the use of the area.

RECREATION CAMP FEES

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

SECOND HAND GOODS, JUNK DEALERS AND/OR ANTIQUES, AND AUCTIONEER LICENSES

The Board of License Commissioners issues antique, junk dealers and/or second-hand good stores, and auctioneers licenses. The annual license fees for each is \$100. One day auctioneer permits are also issued for a cost of \$31 per day.

SHORT-TERM RENTAL REGISTRATION FEE

Inspectional Services Department issues a certificate of registration for qualified properties to be used as short-term rental pursuant to article 4 section 4.60 of the Cambridge Zoning Ordinance. An annual fee of \$100 or a \$500 payment for 5-year registration.

TOBACCO LICENSES

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

LICENSES & PERMITS

PERMITS

FY24: \$43,659,000

PERMITS	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Air Rights/Public Ways	\$19,575	\$15,000	\$20,000
Building	\$40,000,720	\$42,716,830	\$38,000,000
Fire	\$182,625	\$170,000	\$140,000
Firearm	\$3,410	\$3,200	\$3,000
Gas	\$115,895	\$130,000	\$130,000
Mechanical	\$212,670	\$215,000	\$200,000
Occupancy Certifications	\$274,050	\$300,000	\$200,000
Place of Assembly	\$606,085	\$450,000	\$450,000
Plan Review	\$256,805	\$19,625	\$55,000
Plumbing	\$249,205	\$230,000	\$230,000
Sheet Metal	\$110,630	\$105,000	\$105,000
Special Building Permits	\$151,000	\$15,000	\$150,000
Sprinkler	\$149,080	\$105,000	\$105,000
Street Obstruction	\$1,679,755	\$1,475,000	\$1,375,000
Street Opening	\$2,578,175	\$2,248,000	\$1,800,000
Sunday	\$3,325	\$1,925	\$1,000
Wiring	\$750,980	\$750,000	\$695,000
TOTAL	\$47,343,985	\$48,949,580	\$43,659,000

AIR RIGHTS OVER PUBLIC WAYS

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

BUILDING PERMITS

The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: \$20 per thousand, with a \$50 minimum. Building permits for the construction of three residential dwelling units or less is \$15 per thousand. Building permits are used to fund Inspectional Services (27,754,250) and Community Development (\$10,245,750).

FIRE PERMITS

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

FIREARMS PERMITS

The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute (\$100 for six up to years). The Department also issues firearms identification cards (\$100 for up to six years), which allows the holder to possess non-large capacity rifles or shotguns. The Department collects the fee and distributes \$75 to the Department of Criminal Justice Information Services.

LICENSES & PERMITS

GAS PERMITS

The Inspectional Services Department issues permits to licensed individuals to perform gas fitting work. The permit fees range from \$20 to \$100 and are based on the type of equipment being installed.

MECHANICAL PERMITS

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

OCCUPANCY CERTIFICATIONS

The Inspectional Services Department issues Certificates of Occupancy (CO) after completion of construction or a change in use, to certify that the structure complies with the Building Code and Zoning Ordinance. CO's are also issued upon the owner's request for those older structures that predate the Building Code. The fee is \$100 for a one family residential building, with an additional fee of \$50 for each unit over the first unit. The fee for commercial buildings is \$100 plus \$50 per 1,000 square feet.

PLACE OF ASSEMBLY FEES

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

PLAN REVIEW PERMIT

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

PLUMBING PERMITS

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

SHEET METAL FEES

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

SPECIAL BUILDING PERMITS

The Inspectional Services Department issues permits asbestos removal or remediation. The contractor also needs approval from the state Department of Environmental Protection prior to applying for the a permit from the City. The permit fee, based on the estimated cost of the project, is \$20 per \$1,000.

SPRINKLER PERMITS

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

STREET OBSTRUCTION PERMITS

Traffic, Parking and Transportation issues an average of 6,800 permits annually for curb space use or to occupy the street for special events, moving vans, tool trucks, dumpsters, and other temporary uses.

LICENSES & PERMITS

STREET OPENING & SIDEWALK OBSTRUCTION PERMITS

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

SUNDAY PERMITS

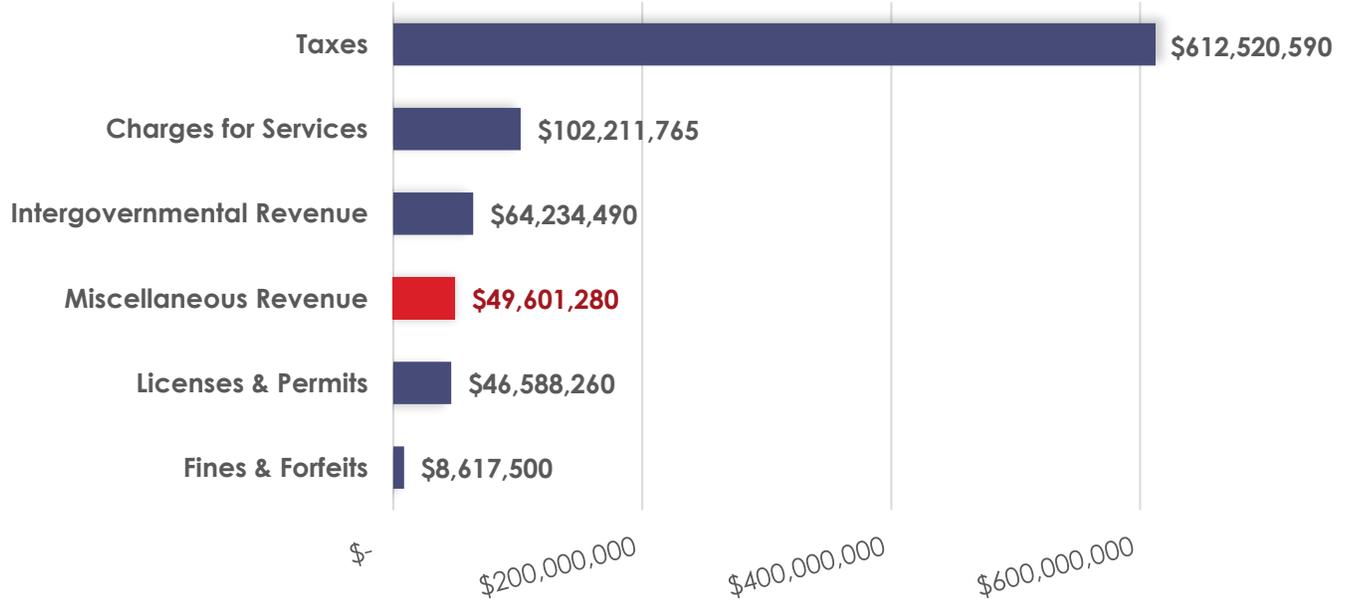
The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

WIRING PERMITS

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

MISCELLANEOUS REVENUE

FY24 OPERATING BUDGET - REVENUES BY CATEGORY



MISCELLANEOUS REVENUE SUMMARY

FY24: \$49,601,280

MISCELLANEOUS REVENUE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
Claims Trust Transfer	\$16,750,000	\$17,000,000	\$17,250,000
Debt Stabilization Transfer	\$9,500,000	\$11,000,000	\$10,000,000
Electric Vehicle Charging Station Revenue	\$34,560	\$48,000	\$55,000
Free Cash	\$0	\$0	\$16,000,000
Interest Earnings	(\$750,460)	\$4,740,000	\$3,940,000
Misc. Reimbursement	\$36,010	\$206,540	\$217,000
Miscellaneous School Receipts	\$186,090	\$50,000	\$50,000
Other Miscellaneous Revenue	\$112,450	\$62,000	\$50,000
Overtime Reimbursement	\$61,115	\$88,000	\$83,000
Recycling	\$22,500	\$12,000	\$12,000
Sale of City Property	\$93,420	\$90,000	\$90,000
Teacher Retirement Transfer	\$775,000	\$775,000	\$775,000
Traffic Knockdown	\$17,390	\$30,000	\$30,000
Traffic Mitigation Funds	\$30,000	\$30,000	\$30,000
Utility Net Metering Credits	\$808,340	\$999,295	\$1,019,280
TOTAL	\$27,676,415	\$35,130,835	\$49,601,280

MISCELLANEOUS REVENUE

The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous Revenues will account for 5.6% of total operating revenues.

TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE



CLAIMS TRUST TRANSFER

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

DEBT STABILIZATION TRANSFER

This fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY24, \$10,000,000 will be used to cover debt service costs.

ELECTRIC VEHICLE CHARGING STATION REVENUE

There are City-owned electric vehicle charging stations offering a level 2 charge in locations throughout the city. The stations cost \$0.189 per kWh and \$0.15 per hour. These fees partly offset the cost of the electricity consumed and networking and maintenance of the stations.

FREE CASH

Under MGL Chapter 29, section 23, "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 obviates the need for short-term borrowing, bolsters the City's bond ratings, and earns interest. Additional appropriations with free cash are made throughout the fiscal year.

MISCELLANEOUS REVENUE

INTEREST EARNINGS

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

General Fund interest earnings of \$3,600,000 have been included in the Operating Budget. In addition to this amount, \$300,000 in interest earnings is included in the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in the Public Works Budget.

FY22 actual interest revenue is shown as negative to due an accounting entry related to an unrealized loss caused by fluctuations in the market values of certain treasury bonds. There is an offsetting accounting entry showing a gain in FY23, and the City will receive the full value as the bonds mature without any loss.

MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$30,000) for utility costs associated with a community service program located in a City building, as well as reimbursement for fuel obtained at DPW headquarters. This revenue funds energy expenditures in the DPW Budget. The Fire Department receives reimbursements (\$12,000) for the limited use of a rental facility by a third party. Also, the Inspectional Services Department receives reimbursements for laboratory animal inspections (\$125,000).

MISCELLANEOUS SCHOOL RECEIPTS

The School Department receives partial reimbursement from the Department of Elementary & Secondary Education for the transportation of non-resident vocational and homeless students and receives other revenues related to vocational education and international tuition.

OTHER MISCELLANEOUS REVENUE

TP+T receives overtime reimbursement for events that require department staffing and collects a \$0.60 surcharge on each car rental or lease transaction initiated in Cambridge, as required by MGL chapter 90 section 20E.

OVERTIME REIMBURSEMENT

The Police (\$80,000) and Public Works (\$3,000) Departments receive reimbursements from various outside organizations for overtime and services provided by City personnel.

RECYCLING

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

SALE OF CITY PROPERTY

Revenue from the sale of lots and graves at the City Cemetery supports its the operation and maintenance in the Public Works Budget. The price of a single lot is \$2,000.

TEACHER RETIREMENT TRANSFER

This transfer will be used to offset retirement costs in the Employee Benefits Department. An update to the Pension Actuarial Study is done every two years. The FY24 amount is consistent with previous year allocations and available revenues.

MISCELLANEOUS REVENUE

TRAFFIC KNOCKDOWN

The Public Works and Traffic Departments receive reimbursements for the replacement of streetlights, fire alarm boxes, and traffic lights from individuals who have knocked them down with their vehicles. This revenue is used to fund the expenditure for replacement light poles, fire alarm boxes, and traffic lights.

TRAFFIC MITIGATION FUNDS

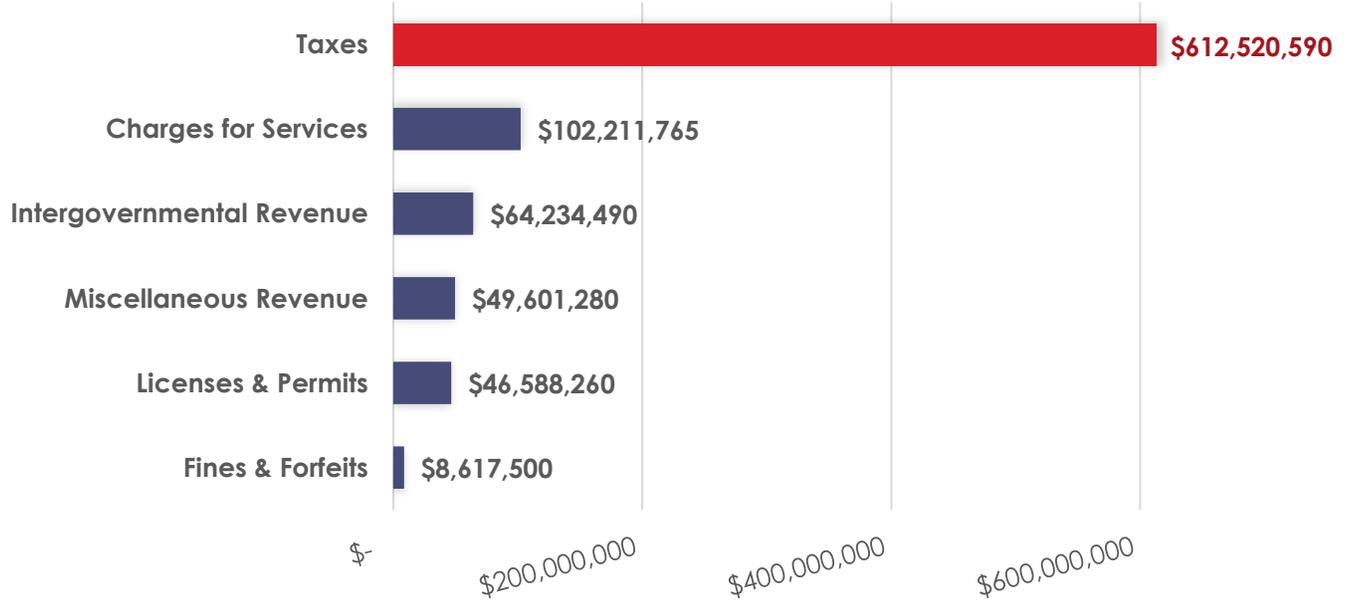
TP+T receives annual mitigation of new development projects for traffic and urban development infrastructures. Each year the owner of the CambridgeSide Galleria contributes \$30,000.

UTILITY NET METERING CREDITS

Virtual net metering credits are earned for energy produced by renewable generating facilities that the City participates in. The City is the registered “off taker” of credits for three rooftop solar systems that have added 4.6 megawatts of renewable energy capacity to the Massachusetts electricity grid.

TAXES

FY24 OPERATING BUDGET - REVENUES BY CATEGORY



TAXES SUMMARY

TAXES	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CANNABIS EXCISE TAX	\$4,020	\$300,000	\$300,000
HOTEL/MOTEL EXCISE TAX	\$8,334,310	\$14,120,000	\$14,120,000
IN LIEU OF TAX PAYMENTS	\$7,880,185	\$8,000,000	\$8,000,000
MEALS EXCISE TAX	\$4,010,060	\$4,758,000	\$4,758,000
MOTOR VEHICLE EXCISE TAX	\$7,776,310	\$7,875,000	\$7,850,000
PENALTIES & DELINQUENT INTEREST	\$1,385,495	\$800,000	\$800,000
PERSONAL PROPERTY TAX	\$21,471,265	\$18,786,035	\$24,739,740
REAL PROPERTY TAX	\$476,549,430	\$518,403,895	\$551,952,850
TOTAL	\$527,411,075	\$573,042,930	\$612,520,590

TAXES

Taxes, primarily on real and personal property, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 69.3% of total General Fund revenues.

CANNABIS EXCISE TAX

FY24: \$300,000

MGL chapter 34N authorizes municipalities to impose a 3% excise tax on the sale of marijuana products. The first recreational marijuana retailers in Cambridge opened during FY22.

HOTEL/MOTEL EXCISE TAX

FY24: \$14,120,000

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

TEN-YEAR HISTORY OF HOTEL/MOTEL TAX



IN LIEU OF TAX PAYMENTS

FY24: \$8,000,000

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

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

TAXES

TEN-YEAR HISTORY OF IN LIEU OF TAX PAYMENTS



MEALS EXCISE TAX

FY24: \$4,758,000

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

TEN-YEAR HISTORY OF MEALS EXCISE TAX



MOTOR VEHICLE EXCISE TAX

FY24: \$7,850,000

EXCISE TAX RECEIPTS

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

TAXES

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.

TEN-YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX



PENALTIES & DELINQUENT INTEREST

FY24: \$800,000

DELINQUENT INTEREST

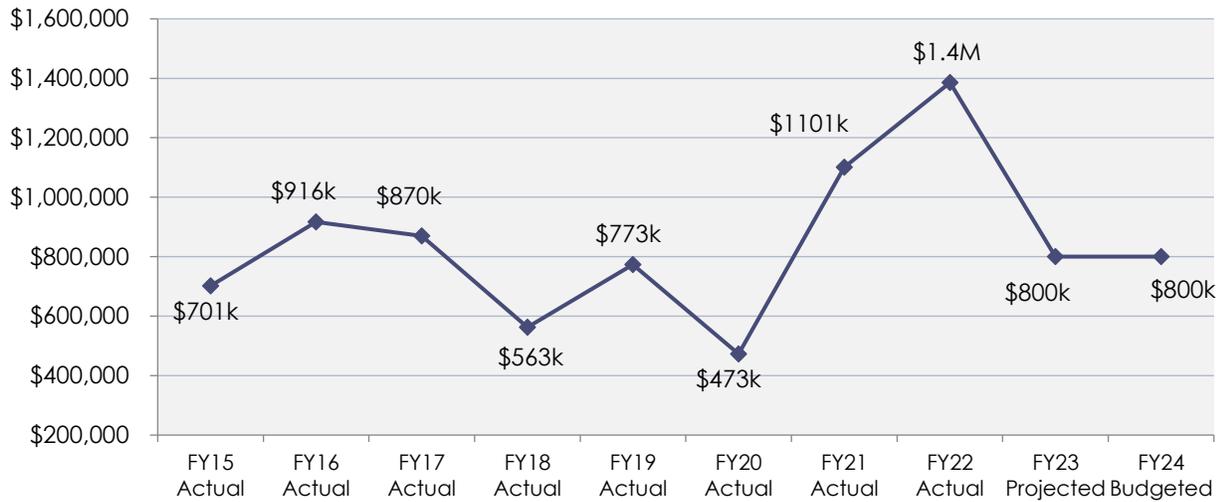
The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the due date. Tax title accounts are charged 16% from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

PENALTY CHARGES

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

TAXES

TEN-YEAR HISTORY OF PENALTIES & DELINQUENT INTEREST



PERSONAL PROPERTY TAX

FY24: \$24,739,740

This tax is imposed on the personal property (stock, inventory, and laboratory or business equipment, furniture, fixtures, and machinery) of business firms located in the city. The Board of Assessors determines the value of all taxable personal property for approximately 2,561 accounts. Traditionally, utility companies are the highest personal property taxpayers, but Cambridge has a good biotechnology and high tech base as well. Manufacturing corporations pay personal property tax to the City on poles, wires, and conduit.

The City of Cambridge adopted a Personal Property Tax Exemption to benefit small businesses for fiscal year 2021. Personal property accounts with a total assessed value of less than \$20,000 are granted an exemption.

The personal property tax is projected to produce roughly 4.3% of the City's total property tax revenue. The delinquency rate has rarely exceeded 1%, mainly because the 10 largest accounts pay a majority of the total personal property tax.

The Highest Personal Property Taxpayers (FY23)		
1	NSTAR Electric	\$5,627,324
2	NSTAR Gas	\$2,151,258
3	Novartis Institute for Biomedical Research	\$1,359,246
4	Takeda	\$876,778
5	MCI Com	\$763,541
6	Draper Lab	\$575,236
7	Amgen	\$497,280
8	Level 3 Communications	\$423,352
9	Verizon New England	\$385,566
10	Foundation Medicine, Inc.	\$300,084

TAXES

REAL PROPERTY TAX

FY24: \$551,952,850

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

TAX LEVIES & COLLECTIONS

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

Fiscal Year	Tax Levy	Overlay Reserve Abatements	Net Tax Levy ¹	Collections During FY Payable ²	
				Amount	% of Net Levy
FY23	\$531,428,571	\$4,124,387	\$527,304,184		
FY22	\$494,731,992	\$4,426,877	\$490,305,115	\$492,322,324	100.4%
FY21	\$472,520,148	\$4,343,318	\$468,176,830	\$469,536,464	100.3%
FY20	\$438,128,694	\$4,329,196	\$433,799,498	\$434,056,302	100.1%
FY19	\$409,809,861	\$4,565,850	\$405,244,011	\$408,507,179	100.8%

¹Tax levy less overlay reserve for abatements.

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

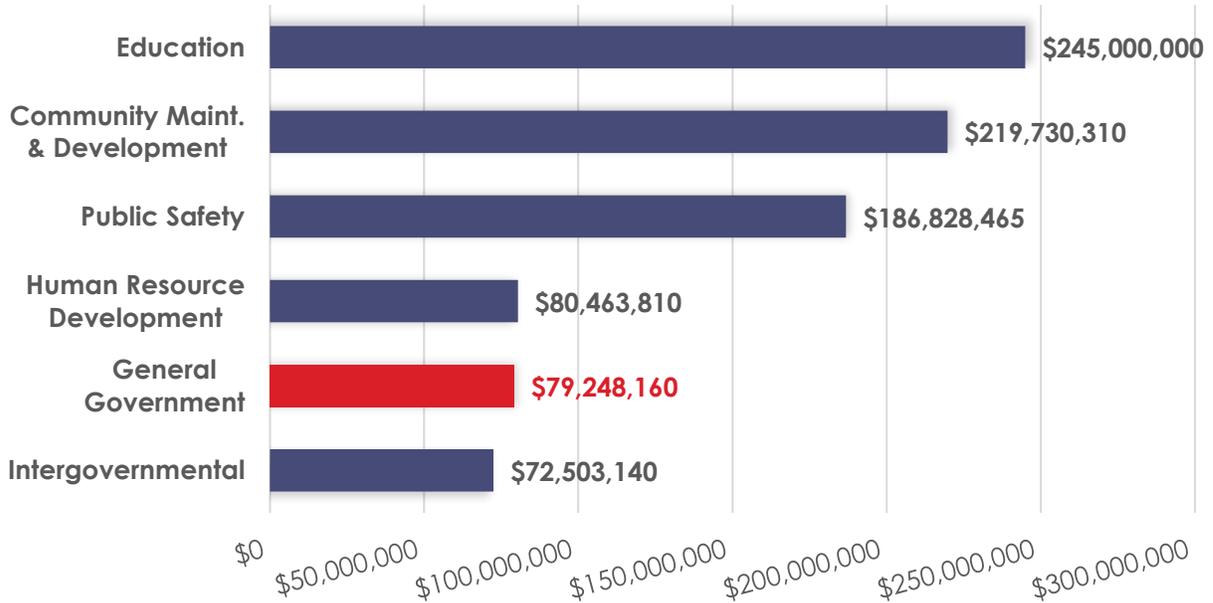
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SECTION V

EXPENDITURES

GENERAL GOVERNMENT

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION

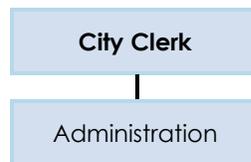


FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$805,020	\$823,500	\$866,700
INTERGOVERNMENTAL REVENUE	\$15,607,460	\$16,780,760	\$17,988,550
LICENSES AND PERMITS	\$39,445	\$41,500	\$41,500
MISCELLANEOUS REVENUE	\$16,633,720	\$21,775,000	\$21,625,000
TAXES	\$24,285,160	\$49,277,645	\$38,726,410
TOTAL BUDGETED REVENUE	\$57,370,805	\$88,698,405	\$79,248,160
PROGRAM EXPENDITURES			
CITY CLERK	\$1,548,530	\$1,709,305	\$1,818,560
CITY COUNCIL	\$2,121,395	\$2,411,580	\$2,649,690
ELECTION COMMISSION	\$1,832,465	\$1,947,665	\$2,408,620
EMPLOYEE BENEFITS	\$24,711,430	\$32,437,775	\$28,241,740
EXECUTIVE	\$3,982,370	\$5,164,370	\$8,467,495
FINANCE	\$20,096,450	\$21,711,105	\$24,714,165
HUMAN RESOURCES	\$2,429,535	\$2,957,155	\$4,160,630
LAW	\$17,174,900	\$3,604,800	\$4,152,645
MAYOR	\$522,735	\$857,745	\$973,255
PUBLIC CELEBRATIONS	\$1,238,665	\$1,488,455	\$1,621,360
RESERVE	\$0	\$0	\$40,000
TOTAL BUDGETED EXPENDITURES	\$75,658,475	\$74,289,955	\$79,248,160

CITY CLERK

DEPARTMENT OVERVIEW

The City Clerk is the official record keeper for the City of Cambridge. Records kept by the Clerk’s Office include vital records (including births, marriages, domestic partnerships, and deaths), business and professional certificates, cemetery deeds for the Cambridge Cemetery, and municipal and zoning ordinances of the City.



The City Clerk is responsible for City Council documents, appeals relating to Board of Zoning Appeal and Planning Board cases, state and child support tax liens, and all notifications of meetings of municipal bodies. The Clerk’s Office maintains a list of rules and regulations for various departments, boards, and commissions in Cambridge. All documents and notifications are available to the public, with some exceptions pertaining to vital records.

The City is committed to ensuring that the Clerk’s Office is the most accessible and equitable in the region. Costs for certificates and services remain below average compared to Somerville, Boston, and Brookline. All City Council and Council Committee meetings are now closed captioned on the cable broadcast.

CITY CLERK DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$266,865	\$261,000	\$261,000
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES AND PERMITS	\$39,445	\$41,500	\$41,500
TAXES	\$1,210,240	\$1,447,530	\$1,496,760
TOTAL BUDGETED REVENUE	\$1,535,850	\$1,769,330	\$1,818,560
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,408,030	\$1,530,665	\$1,583,930
OTHER ORDINARY MAINTENANCE	\$140,445	\$177,440	\$230,210
TRAVEL & TRAINING	\$55	\$1,200	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,548,530	\$1,709,305	\$1,818,560
FULL-TIME BUDGETED EMPLOYEES	10	11	11

CITY CLERK - ADMINISTRATION

MISSION & SERVICES

The Clerk’s Office responds to a variety of public inquiries and provides assistance with birth certificates and other vital records in English, Spanish, Hindi, Urdu, Gujarati, Haitian Creole, and Portuguese.

The Clerk's Office is responsible for preserving the original records from Cambridge's municipal beginnings in 1630 while simultaneously using modern technology to make information more accessible to members of the public.

Detach and return to City Clerk, Cambridge within 15 days after the birth of child.

Commonwealth of Massachusetts

751

Full Name of Child.....

Date of Birth, Dec 9 1912

Sex, male Color, W (If other than white)

Place of Birth, No. 25 Locke St. Street, CAMBRIDGE

Name of Father, Tho P O'Neill

Age of Father, 38

Place of Birth of Father, Cambridge

Occupation of Father, Capt of Guns

Name of Mother, Rose A. Toban (Maiden Name)

Age of Mother, 37

Place of Birth of Mother, Woburn

Occupation of Mother, Home

Residence of Parents, No. 121 Richdale Ave Street, CAMBRIDGE Ward, 11

Physician or (Midwife) personally attending birth, J. P. McEligan Physician or Midwife.

Record No.

Full Name, Thomas O'Neill

Date of Birth, Dec 9-12

*Color, W Sex, M

Place of Birth, 25 Locke St Cambridge (Street and number)

Father's Name, Thomas P (If legitimate)

Mother's Maiden Name, Rose A. Toban

Residence of Parents, { 25 Locke St Cambridge (At time of birth) 25 Locke St Cambridge (At time of canvass)

Occupation of Father, Capt of Guns

Birthplace of Father, Cambridge Mass

Birthplace of Mother, Woburn Mass

Name of Physician or Midwife (if any), J. P. McEligan

Date of Record,

Book of Record, Volume Folio

Thomas P. Mansfield Canvasser.

* W. for White; B. for Black; M. for Mulatto.

The birth certificate of former Speaker of the House and Cambridge resident Tip O'Neill

In FY24 the Clerk's Office will give increased attention to preserving and providing access to the permanent and historic legislative records of the City by:

- Reboxing and relocating at-risk records to proper storage conditions;
- Conducting and publishing a high-level inventory of all legislative records;
- Identifying and scanning 200 cubic feet of permanent legislative records to provide greater public access.

The Office's goal is to provide exceptional customer service to all who come for assistance.

FY24 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Certificates of Death recorded within 5 business days of receipt and certificates of Birth recorded withing 10 business days of receipt	n/a	n/a	100%
1	Amendments to Vital Records processed within 3 business days of receipt of evidence	n/a	n/a	100%
1	Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics in compliance with state standards	100%	100%	100%
2	Notification of Council actions completed within 3 business days after meeting	100%	100%	100%
2	Updates to municipal code published within one week of ordination	100%	100%	100%
3	Full City Council and Committee meetings noticed in compliance with the open meeting law.	96%	96%	100%
3	Requests for vital records received electronically or by mail responded to within 3 business days after receipt	100%	100%	100%

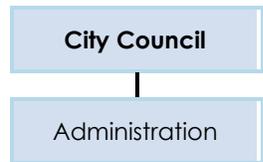
ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,408,030	\$1,530,665	\$1,583,930
OTHER ORDINARY MAINTENANCE	\$140,445	\$177,440	\$230,210
TRAVEL & TRAINING	\$55	\$1,200	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,548,530	\$1,709,305	\$1,818,560
FULL-TIME BUDGETED EMPLOYEES	10	11	11

CITY COUNCIL

DEPARTMENT OVERVIEW

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies, and performs many related legislative tasks. With the extension of virtual public meetings into 2022, Council Office staff have continued to provide support to the Clerk’s Office in facilitating regular meetings of the City Council, as well as Committee meetings. In FY22, the City Council worked with a search firm to conduct extensive community engagement as part of the selection process for the new City Manager. In addition to hiring the new City Manager, the Council also hired a new City Clerk, and a new City Auditor. In September 2022, Councillors moved into the long-anticipated new City Council office spaces. These new offices were constructed as part of the ongoing improvements to the City Hall building.



Policy-Making/Legislation (\$2,190,655): Every two years, nine City Councillors are elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council’s Chief Legislative Officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

Council Services (\$336,335): 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 staff duties.

Governmental Relations (\$72,700): This allotment allows members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics and supports the professional development of the City Council staff. This allotment also supports the Council’s efforts to secure federal, state, and other aid to supplement the City’s funds for special projects.

Inaugural (\$50,000): This is a biennial allocation for the City Council Inaugural. The next inaugural celebration will take place in FY24.

CITY COUNCIL DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,110	\$14,110	\$14,110
TAXES	\$2,331,600	\$2,425,165	\$2,635,580
TOTAL BUDGETED REVENUE	\$2,345,710	\$2,439,275	\$2,649,690
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$2,075,030	\$2,289,880	\$2,462,990
OTHER ORDINARY MAINTENANCE	\$28,265	\$49,000	\$111,500
TRAVEL & TRAINING	\$18,100	\$72,700	\$75,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,121,395	\$2,411,580	\$2,649,690
FULL-TIME BUDGETED EMPLOYEES	10	10	10

CITY COUNCIL - ADMINISTRATION

Cambridge City Council 2022-2024 Term



Councillor Azeem



Councillor Carlone



Vice Mayor Mallon



Councillor McGovern



Councillor Nolan



Mayor Siddiqui



Councillor Simmons



Councillor Toner



Councillor Zondervan

MISSION & SERVICES

The City Council actively engages with residents through the following Committees:

- **Civic Unity:** Considers matters relating to civil rights, human rights, race and class relations, and other aspects of civic unity.

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

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase access to affordable housing for all income groups.
-  2. Ensure that Cambridge offers economic and educational opportunity to all.
-  3. Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.
-  4. Expand and deepen community engagement.
-  5. Develop more proactive, inclusive, and transparent City planning process.
-  6. Make it easy to move safely through the City, especially by sustainable modes of transportation.
-  7. Increase opportunities for all residents to enjoy the City's open spaces.
-  8. Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.
-  9. Improve Council's capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.
-  10. Ensure City's budget allocates resources responsibly and responsively.

-  11. Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge's core values.
-  12. Eliminate bias within the City workplace and wider community.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,075,030	\$2,289,880	\$2,462,990
OTHER ORDINARY MAINTENANCE	\$28,265	\$49,000	\$111,500
TRAVEL & TRAINING	\$18,100	\$72,700	\$75,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,121,395	\$2,411,580	\$2,649,690
FULL-TIME BUDGETED EMPLOYEES	10	10	10

ELECTION COMMISSION

DEPARTMENT OVERVIEW

The Board of Election Commissioners was established by Chapter 329 of the Acts of 1921. The four-member Board is responsible for ensuring compliance with federal, state, and local election laws and the policies and guidelines established by the Board; managing staffing and operation of polling locations; and providing access to candidacy for those seeking elected office. The role of the Board includes administration of Chapter 55 of the Massachusetts General Laws, which governs campaign and political finance reporting, and responsibility for implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the Ethics Ordinance.



ELECTION COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$155	\$0	\$700
INTERGOVERNMENTAL REVENUE	\$82,250	\$80,250	\$82,250
TAXES	\$1,574,885	\$1,968,190	\$2,325,670
TOTAL BUDGETED REVENUE	\$1,657,290	\$2,048,440	\$2,408,620
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,253,690	\$1,561,495	\$1,609,850
OTHER ORDINARY MAINTENANCE	\$578,240	\$384,840	\$792,000
TRAVEL & TRAINING	\$535	\$1,330	\$6,770
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,832,465	\$1,947,665	\$2,408,620
FULL-TIME BUDGETED EMPLOYEES	10	11	11

ELECTION COMMISSION - ADMINISTRATION

MISSION & SERVICES

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

On January 11, 2022 a Special General Election was held to fill the vacant seat of Senator Joseph A. Boncore for the First Suffolk and Middlesex State Senate Districts. On June 22, 2022, an election reform law titled "The Votes Act" was signed into law. The Votes Act made several temporary election law changes made during the pandemic permanent. A few of the changes were making vote by mail and Accessible Vote by Mail permanent. In person early voting must be offered for all regular state primaries, state elections, presidential primaries, special elections and primaries to fill vacancies for U.S. Senate and Congress and the option for cities and towns to offer early voting for local elections. The State Primary, September 6, 2022 and State Election, November 8, 2022, featured early in-person voting, vote-by-mail and Accessible Vote by Mail as well as voting at the polls on Election Day. The Election Commission offered six secure ballot drop boxes located throughout the city for voter convenience. The staff processed a total of 55,284 vote by mail ballots.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Conduct annual City Census as required by state law to maintain accurate voter lists and encourage increased rate of return. Promote the importance of the City Census.
-  2. Increase voter registration and voter education through the City's website and outreach to the media, City departments, community organizations, schools, universities, and other partners.
3. Promote increased transparency and citizen satisfaction by supplying online access to the City Census, election and voter registration information, campaign finance reports for School Committee candidates, ward and precinct maps, and Statements of Financial Interests.
4. Increase awareness of the importance of Campaign Finance and Statement of Financial Interest reporting and disclosing information in an accurate and timely manner as per regulations.
-  5. Conduct the 2023 Municipal Election and 2024 Presidential Primary and increase resident knowledge and awareness by distributing a voter guide to every Cambridge household for each election. Conduct in-person early voting, vote by mail and provide an accessible vote by mail option in addition to Election Day voting.
-  6. Increase collaboration between the City Manager's Office, Election Commission, School Department, and City Council to locate suitable locations for permanent polling places for each election and help minimize voter confusion and excess use of time and City resources.
-  7. Increase education and outreach regarding pre-registration of individuals who meet all registration requirements except age, but who are at least 16 years old, in accordance with state election regulations.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Individual households contacted	57,934	68,262	66,000
1	Online Census responses	2,993	3,000	3,500
5	Vote by mail ballots mailed to voters	12,476	31,463	29,000
5	Vote by mail ballots returned by voters	8,687	23,821	20,000
5	In person early voting	1,268	4,237	5,000
5	Voted at the polls on Election Day	13,486	25,000	35,000

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,253,690	\$1,561,495	\$1,609,850
OTHER ORDINARY MAINTENANCE	\$578,240	\$384,840	\$792,000
TRAVEL & TRAINING	\$535	\$1,330	\$6,770
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,832,465	\$1,947,665	\$2,408,620
FULL-TIME BUDGETED EMPLOYEES	10	11	11

EMPLOYEE BENEFITS

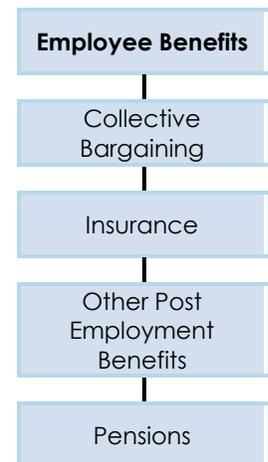
DEPARTMENT OVERVIEW

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

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

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

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



	CITY	SCHOOLS	WATER	EMPLOYEE	TOTAL
HEALTH INSURANCE					
Blue Cross/Medex	\$ 30,799,312	\$ 17,859,439	\$ 1,151,922	\$ 5,994,483	\$ 55,805,156
Harvard Pilgrim	\$ 10,969,080	\$ 6,360,585	\$ 410,254	\$ 2,134,916	\$ 19,874,835
Tufts	\$ 8,593,213	\$ 4,982,902	\$ 321,394	\$ 1,672,500	\$ 15,570,009
Total	\$ 50,361,605	\$ 29,202,926	\$ 1,883,570	\$ 9,801,899	\$ 91,250,000
PENSIONS					
Contributory	\$ 50,646,900	\$ 7,801,491	\$ 1,282,800	\$ 5,214,363	\$ 64,945,554
Non-Contributory	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Total	\$ 50,646,900	\$ 7,801,491	\$ 1,282,800	\$ 5,464,363	\$ 65,195,554

EMPLOYEE BENEFITS DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,543,000	\$15,740,020	\$17,033,510
MISCELLANEOUS REVENUE	\$17,525,000	\$17,775,000	\$18,025,000
TAXES	\$407,685	(\$1,077,245)	(\$6,816,770)
TOTAL BUDGETED REVENUE	\$32,475,685	\$32,437,775	\$28,241,740
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$24,008,665	\$31,476,540	\$27,275,280
OTHER ORDINARY MAINTENANCE	\$702,585	\$931,235	\$936,460
TRAVEL & TRAINING	\$180	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$24,711,430	\$32,437,775	\$28,241,740
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - COLLECTIVE BARGAINING

MISSION & SERVICES

The primary purpose of this Division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both union and non-union employees can be set aside without being allocated to departmental budgets. This allotment includes funds that are transferred to the departments only if needed.

COLLECTIVE BARGAINING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$858,870	\$5,646,405	\$4,709,000
OTHER ORDINARY MAINTENANCE	\$20,400	\$21,740	\$21,740
TRAVEL & TRAINING	\$180	\$30,000	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$879,450	\$5,698,145	\$4,760,740
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - INSURANCE

MISSION & SERVICES

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

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

Disability Insurance (\$227,900): This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

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

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

Medicare (\$5,200,014): Medicare, through the Social Security Administration, becomes the primary insurer for pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B.

Medicare Payroll Tax (\$100,000): Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this

1.45% payment. The largest portion of the City's obligation is included in departmental budgets, with the amount shown in this cost center supplementing those allotments.

Unemployment Compensation (\$275,000): In Chapter 720 of the Acts of 1977, the Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the state Department of Labor and Workforce Development.

INSURANCE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$15,281,960	\$4,947,695	\$5,300,015
OTHER ORDINARY MAINTENANCE	\$682,185	\$909,495	\$914,720
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$15,964,145	\$5,857,190	\$6,214,735
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - OTHER POST-EMPLOYMENT BENEFITS

MISSION & SERVICES

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

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

To date, the City has made \$23 million in contributions to the OPEB Trust Fund. A contribution of \$2 million is included in the FY24 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

OTHER POST-EMPLOYMENT BENEFITS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,000,000	\$2,000,000	\$2,000,000
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,000,000	\$2,000,000	\$2,000,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - PENSIONS

MISSION & SERVICES

The Pensions budget is divided into three sections: Retirement Fund (\$5,214,363), Non-Contributory Pensions (\$250,000), and Retirees' Health Insurance (\$9,801,899). Funding for the Retirement System is provided through the investment earnings of the system, with no appropriation required by the City Council. Non-Contributory Pensions are a separate category of retirement allowances that are financed solely with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

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

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

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

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

PENSIONS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$5,867,835	\$18,882,440	\$15,266,265
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,867,835	\$18,882,440	\$15,266,265
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EXECUTIVE

DEPARTMENT OVERVIEW

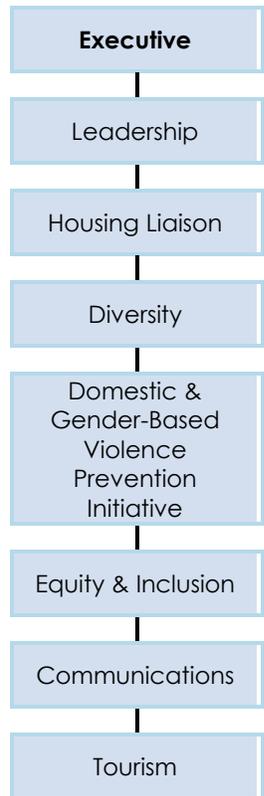
The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The City Manager is responsible for the enforcement of all relevant laws and City ordinances, the appointment of department heads, and the submission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

In FY23 the Deputy City Manager position was formalized as the Chief Operating Officer for the City, responsible for managing the major operating departments.

The City Manager works with the Finance Department and other departments to manage expenditures while maintaining a robust array of City services. The City’s financial stewardship has led to Cambridge’s strong financial position, as evidenced by the City’s AAA bond rating from all three credit rating agencies for 25 straight years.

The City Manager also recommends policies and programs to the City Council and implements Council legislation and policy priorities. The City Manager’s Office also responds to resident inquiries and requests and conduct numerous community meetings regarding a variety of issues.

The Executive Department also includes the Employees' Committee on Diversity, the Domestic and Gender-Based Violence Prevention Initiative, the Office of Equity and Inclusion, the Communications Office, and the Housing Liaison Office. The Cambridge Office for Tourism (COT), a nonprofit agency, receives City funds budgeted in this Department and a member of the City Manager’s Leadership Team serves on the COT board.



EXECUTIVE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$163,865	\$163,865	\$163,865
TAXES	\$4,659,170	\$5,474,175	\$8,303,630
TOTAL BUDGETED REVENUE	\$4,823,035	\$5,638,040	\$8,467,495
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$2,489,635	\$3,458,215	\$6,554,485
OTHER ORDINARY MAINTENANCE	\$1,451,930	\$1,647,650	\$1,811,300
TRAVEL & TRAINING	\$40,805	\$58,505	\$101,710
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,982,370	\$5,164,370	\$8,467,495
FULL-TIME BUDGETED EMPLOYEES	16	22	31

EXECUTIVE - LEADERSHIP



The City Manager making a presentation

MISSION & SERVICES

The City Manager's Office provides support and leadership to all City departments, implements City Council legislation, and responds to inquiries and requests regarding City services and policies. The City Manager oversees the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks align with City Council goals. Focus areas for the Manager's Office include:

Coordination with City Council

The Office works closely with the City Council, working to improve the quality of life for everyone in the community.

- The City Manager and staff work to implement City Council legislation.
- Office staff coordinates with the Mayor's Office, City Council, and the City Clerk, staff to schedule City Council committee hearings. The City Manager and staff coordinate with departments to provide reports and presentations for committee conversations and deliberations.
- The City Manager's Office collaborates with the City Council managing and troubleshooting community constituent concerns.

Community Events and Celebrations

The City Manager's Office continues to plan and execute community events and celebrations.

- In September 2023, the City Manager's office will host the 26th annual Danehy Park Family Day. A free event, which attracts 8,000-10,000 people annually and offers something for everyone, including children's amusement rides; arts and crafts; music and roving performers; and colorful kites.
- In June 2023, the City will bring back the City Dance Party, an event that had been canceled the previous three years due to COVID-19. Originally conceived in 1996 as part of the 150th anniversary celebration of Cambridge, the Dance Party returns each year attracting young and old for the festivities. The event is a special opportunity for the entire Cambridge community to celebrate summer. After dark, colorful lights are launched, adding to the magic of the evening.

- Throughout the year, the City Manager’s Office hosts neighborhood & community meetings across a variety of topics. To continue to improve communication, transparency, and responsiveness and as part of the new City Manger’s onboarding process, the City Manager hosted monthly in-person and remote meet-and-greets.

Boards and Commissions

In FY23 the City Manager’s Office continued to make strides to ensure that board and commission appointments are made in an equitable and transparent manner, that the membership of these groups represents the diversity of the Cambridge community, and that we create a welcoming and inclusive environment for all members and the public. The manager’s office coordinates all appointments in collaboration with city departments, and is also implementing the new stipend program for the qualifying boards and commissions. All of this work continues in accordance with the 2022 Charter Change which gave the City Council Approval Authority for a number of Boards and Commissions including the Planning Board, Board of Zoning Appeals, Human Rights Commission, Historical Commission, and Conservation Commission. This work will continue in FY24.

Constituent Services and Community Engagement

The City Manager’s Office focuses on ways to expand and improve community engagement and constituent services. The Office manages intake of general community inquiries and works with departments to address a wide variety of constituent concerns. In FY23, the City created a new Director of Community Engagement position. The Director will develop and implement a comprehensive program to deepen relationships and trust between city government and the local community, with the goal of ensuring more sustainable, meaningful outcomes for all involved. Also in FY24, the City Manager will continue to engage directly with residents and community groups through the *Coffee with the Manager* series. These informal gatherings provide an opportunity for the City Manager and the community to engage with each other in an informal format.

Capital and Facilities Planning:

As part of the City Manager’s reorganization, in FY23 the City Manager clarified operational responsibilities under the Deputy City Manager. In addition to formalizing the reporting structure of operation departments, the Deputy City Manager also manages the Capital and Facility planning process. Significant areas of focus include:

- Standing up a new Capital Building Projects Department which consolidates existing programs from the Executive Office and Public Works Department in order to continue to deliver high-quality professional management of the City’s expanding building improvement project portfolio.
- Overseeing maintenance and upgrades of municipal buildings – including planning and implementation of the decarbonization of municipal buildings.
- Managing the Capital Buildings Projects capital construction plan.

ARPA

In FY24 the City Manager, working with the Finance Department and other departments, will continue to manage and distribute the \$88.1 million in American Rescue Plan Act (ARPA) funds received. The intent of these funds is to provide a substantial infusion of resources for those directly impacted by the COVID pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

The City Manager’s Office strives to maintain the City's strong fiscal position while providing high quality services to the community. In FY23, the below City Manager Performance Review Categories were established.

PERFORMANCE REVIEW CATEGORIES

1. **Leadership:** Effectively carry out the vision and direction set by the City Council including through development of goals and strategies as well as work closely with the Council to lead the City through significant events and crises
2. **City Council Relationship:** Establish a collaborative and transparent working relationship with the City Council
3. **Management:** Develop a strong City organization that has the people, processes, and systems to deliver on day-to-day operations and existing and new initiatives
4. **Community Engagement:** Proactively communicate with the community and create a range of opportunities for all stakeholders and residents to provide input and feedback, particularly communities whose voices are not typically heard by City Hall.
5. **Culture:** Define and establish a healthy culture across the City that fosters collaboration, trust, empathy, and effective and efficient decision making
6. **ADEI:** Advance anti-racism, diversity, equity, and inclusion efforts across the City, including strategy, organizational culture, HR, policy development, and service delivery.
7. **City Operations:** Oversee effective delivery of resident services including day-to-day operations, maintaining city infrastructure, and major capital projects.
8. **Fiscal Management:** Provide effective financial management and oversight of the budget, ensuring fiscal stability while allocating resources to meet community needs.

LEADERSHIP DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,281,050	\$1,836,435	\$3,407,375
OTHER ORDINARY MAINTENANCE	\$22,575	\$86,950	\$109,200
TRAVEL & TRAINING	\$36,000	\$47,680	\$66,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,339,625	\$1,971,065	\$3,582,775
FULL-TIME BUDGETED EMPLOYEES	9	11	14

EXECUTIVE - HOUSING LIAISON

MISSION & SERVICES

The Office of the Housing Liaison (OHL) is a dedicated housing resource embedded in the City’s municipal structure to respond to individual, programmatic, and systemic housing needs and gaps. Staff provide intensive, field-based case management services for both tenants and homeowners to prevent displacement and/or to stabilize housing. Staff also provide information to both tenants and landlords on tenant rights and resources and serve as a primary resource for complex housing situations such as building sales, displacement from fires, and other multi household concerns. Finally, staff participate in

intradepartmental program development and advocacy efforts and work closely with local and state housing partners and providers.

In FY23, staff responded to more than 750 residents who sought information on myriad housing related situations such as tenant rights, unit or building conditions, landlord responsibilities, affordable housing opportunities, building sales, and health or safety questions. Many of these calls resulted in partnering with the Inspectional Services Department (ISD). By deepening interdepartmental collaboration, the Office has been able to support residents with inspectional oversight and technical capacity provided by ISD and simultaneously provide support regarding rights, resources, and housing options to tenants and/or low-income homeowners. Other situations resulted in partnerships with Human Rights Commission (CHRC), Community Development (CDD), and the Department of Human Service Programs' Multi Service Center (MSC), among others and/or referrals to legal services or affordable housing providers.

In addition to informational responses and brief interventions, 160 residents were assisted with ongoing intensive case management. Residents who received this deeper level of support included those with complex housing situations and/or personal health or mental health needs. 41 of these residents were assisted with successfully securing new permanent affordable housing while others were able to maintain their current housing because of services and interventions provided by the stabilization advocate.

Housing Liaison staff also implemented program and administrative processes, increased outreach and education efforts, and continued collaborations with both City departments and providers.

In FY24, the Housing Liaison Office will focus on increased outreach and education, improved access to housing opportunities, enhanced eviction prevention support, and continued program development through the implementation of new initiatives and of existing collaborations. Housing Liaison staff will also continue to monitor trends that affect tenants and resident owners and develop appropriate responses and resources.

The FY24 Budget includes additional funding to increase direct service capacity and continues support of legal services and provides additional funding for training and development.

OHL plans to increase Housing Literacy for residents, providers, and other stakeholders by:

- Developing housing training curriculum for public-interacting City staff;
- Continuing to develop culturally competent and multi-lingual materials and tools including website information, trainings, and brochures and documents to ensure that all residents have access to a knowledge base of housing rights and resources; and
- Offering culturally competent and language specific housing information sessions throughout the city to address specific needs of cohorts or populations such as new arrivals or seniors.

OHL will Improve access to affordable housing opportunities and eviction prevention services and resources through:

- Outreach to management companies to establish partnerships that will streamline application processes and, result in voluntary tenant friendly practices;
- Landlord information sessions;
- Exploration of additional resources to increase housing subsidies with CHA; and
- Increased direct service capacity to provide housing advocacy and stabilization assistants to residents.

Finally, OHL will Expand efforts to support projects and policies that improve housing resources and opportunities by:

- Co-Chairing the LGBTQ+ Friendly Housing Task Force;
- Participating in regional housing planning meetings to develop and promote a regional housing response;
- Researching models to guide proposals for best practices and policy changes that advance housing opportunities locally and statewide; and
- Engaging with state agencies promoting housing legislation that improves tenant rights and housing opportunities.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase Housing Literacy for residents, providers, and other stakeholders.
-  2. Improve access to affordable housing opportunities and eviction prevention services and resources.
-  3. Expand efforts to support projects and policies that improve housing resources and opportunities.

HOUSING LIAISON DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$289,350	\$491,585	\$773,980
OTHER ORDINARY MAINTENANCE	\$47,685	\$83,250	\$120,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$337,035	\$574,835	\$894,480
FULL-TIME BUDGETED EMPLOYEES	2	4	5

EXECUTIVE - DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE

MISSION & SERVICES

The Coordinator for the Domestic & Gender-Based Violence Prevention Initiative (DGBVPI) engages and mobilizes Cambridge's communities, agencies, and City departments to change attitudes, behaviors, policies, and practices to prevent and bring attention to domestic and gender-based violence. In collaboration with community leaders, local agencies, and interested residents, the Coordinator develops and provides accessible, safe, and relevant strategies and resources to prevent and respond to domestic violence in Cambridge. Services include training, consultation, building collaboration across sectors, and coordination of systems of change to ensure compassionate and supportive environments for survivors.

In FY23, the needs assessment to explore pathways to justice for Black and brown survivors of gender-based violence in Cambridge was completed and a report was issued. The DGBVPI is implementing the recommendations in collaboration with Transition House and many other community partners.

In FY24, the Coordinator will continue to build out strategies for supporting survivors of domestic and gender-based violence with particular attention to creating restorative justice options and linguistically appropriate resources.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue outreach to the Cambridge community with particular emphasis on various ethnic and linguistic communities to understand how they talk about domestic violence and provide opportunities for information sharing.
-  2. Directly provide training and coordinate specialized training for community members, City departments, and local service providers.
-  3. Partner with various City departments, local service providers, residents, and others to enhance the impact of the DGBVPI.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of interviews, focus groups, and forums with members of diverse ethnic and linguistic communities	25	30	35
2	Number of participants in trainings and awareness-raising activities	150	200	250
2	Percent of training attendees who said they strongly agree or agree that the training increased their knowledge about the topic	90%	90%	90%
2	Total number of Police Department staff and community partners who participated in the Trauma Informed Law Enforcement Training	345	400	450
3	Number of partners or collaborators in trainings and outreach efforts	55	60	65

DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$150,260	\$148,345	\$265,070
OTHER ORDINARY MAINTENANCE	\$218,500	\$227,250	\$239,200
TRAVEL & TRAINING	\$50	\$1,600	\$2,250
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$368,810	\$377,195	\$506,520
FULL-TIME BUDGETED EMPLOYEES	1	1	1

EXECUTIVE - DIVERSITY

MISSION & SERVICES

This Division includes the Employees' Committee on Diversity and the Citizens' Committee on Civic Unity.

Comprised of volunteer City employees, the Employees' Committee on Diversity strives to recognize and celebrate the diversity of the City's workforce through educational and social programs and events. The Committee organizes community building exercises for City employees such as the annual Women's History Month Trivia contest, and themed book club discussions. The Committee regularly collaborates with City departments, including the Mayor's Office and the City Manager's Office, on highlighting cultural heritage month celebrations and the annual community Iftar.

The Citizens' Committee on Civic Unity was created to foster fairness, equity, unity, appreciation, and mutual understanding across all people and entities in Cambridge. The Committee pursues this goal by recognizing and raising awareness of historic, existing, and potential civic issues; providing opportunities for honest dialogue and engagement; and building bridges across communities to better understand and connect with one another. In FY24, the Committee will continue to plan for community events and programs as well as collaborate with other boards and commissions.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Diversity Committee: Promote cultural competency by celebrating the cultural and ethnic diversity of City employees through a platform of educational events.**
2. **Citizens' Committee on Civic Unity: Promote fairness, equity, unity, appreciation, and mutual understanding in the community, and preserve and enhance Cambridge as a diverse and welcoming place to live, work, and visit.**

DIVERSITY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$20,795
OTHER ORDINARY MAINTENANCE	\$20,705	\$19,500	\$27,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$20,705	\$19,500	\$48,295
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EXECUTIVE - OFFICE OF EQUITY AND INCLUSION

MISSION & SERVICES

The mission of the Office of Equity and Inclusion (OEI) is to advance anti-racism, diversity, equity, and inclusion across the City through strategy, organizational culture, policy development, and service delivery.

The OEI team provides expertise, tools, data, and programming to promote equity, inclusion, access, and opportunity for the employees of the City of Cambridge. The Office drives cultural transformation through education, policy development and guidance, and fair and objective responses to complaints and concerns. The Office collaborates with all City departments to operationalize equity, inclusion, access, and opportunity to improve service outcomes for Cambridge residents. Also, the Office works in partnership with the Employee’s Committee on Diversity to raise awareness and foster opportunities for open dialog and engagement across the City’s organization.

In FY24, OEI will add additional staff in the areas of training, investigation, and internal engagement to enhance engagement and reinforce equity and inclusion processes and practices, creating stronger connections and more stable systems citywide. The Office will continue partnering with the Human Resources Department to offer ADEI comprehensive learning opportunities in order to expand the City’s cultural competency to include a focus on anti-bias and self-awareness in the workplace. The learning series will focus on understanding unconscious bias and its impact in the workplace, dispelling

interpersonal (micro) aggressions, cross-cultural communications, and leading and supporting an inclusive workplace.

In addition, the Office of Equity and Inclusion will continue collaborating with key stakeholders from other City departments and external partners to build antiracism, equity, and inclusion best practices into the City’s recruitment, hiring, and promotions processes.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase education and awareness and optimization of equity and inclusion across all aspects of City workforce engagement and City services.
-  2. In partnership with the Chief People Officer and the Human Resources Department, establish a discrimination, harassment, and retaliation policy and supporting complaint and investigations process to provide timely, fair, and objective responses to employee complaints and concerns of discrimination, harassment, and retaliation.
-  3. Enhance policy and process development using an equity lens, including on updated Telework 2.0 and performance management policies.
-  4. Collaborate with the City's ADA Coordinator and the Human Resources Department to establish a City Accessibility and Reasonable Accommodation policy, implementation process, and measures.
-  5. Partner with the Community Development Department to expand outreach to include minority and women business owners.

OFFICE OF EQUITY AND INCLUSION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$228,580	\$386,730	\$1,044,685
OTHER ORDINARY MAINTENANCE	\$207,045	\$228,250	\$286,450
TRAVEL & TRAINING	\$2,825	\$4,975	\$24,030
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$438,450	\$619,955	\$1,355,165
FULL-TIME BUDGETED EMPLOYEES	1	2	6

EXECUTIVE - COMMUNICATIONS

MISSION & SERVICES

The Communications Office, formerly the Public Information Office, serves as the City’s liaison to the media and a resource for all departments. The team's core functions include creative design, media relations, public information, constituent services, internal communications, and strategic initiatives.

The Communications Office provides emergency and regular updates to the City Council and the community on emerging issues in the City through various means including daily email updates, social media, city’s website, and quarterly mailings to households. The team participates in various citywide initiatives, including the E-Gov process, Open Data Review Board, Cambridge Anti-Racism, Equity and Inclusion Initiative, cable television license renewal process, and digital equity and broadband initiatives. The office also leads the City's ongoing engagement with Bloomberg Philanthropies’ What Works Cities,



Examples of designs developed through the Communications Office to help create more inclusive City branding and materials.

a program that aims to expand staff skills and capacity to advance the use of data and evidence in local government. Cambridge has received Gold-level Certification for meeting the What Works Cities national standard, making it one of only 14 cities to have achieved this distinction.

In FY23, the Communications Department collaborated with various City departments to release the results of a yearlong municipal broadband feasibility study, complete the renewal process for the Comcast cable television license, support the City's ongoing COVID-19 pandemic response, conduct the 2022 resident telephone survey, and integrate a translation strategy into its print and digital work. The department also began a departmental restructuring by transferring the Digital Equity and Broadband Project Manager role to the Information Technology Department and hiring a new Director of Media Relations and Content Strategy and a new Digital Media Marketing Manager.

In FY24, the Communications Office will focus on aligning citywide communications efforts and staff by developing a communications strategy and providing increased support to departments. The team will build out a new internal communications program and hire a new Internal Communications Manager. The office will also expand citywide capabilities related to web, print, and digital design as well as social media content, video, and animation through its emerging creative design processes, which will serve as a foundation for these expanded capabilities. By unifying design elements and creating easy-to-use templates for staff, the communications team aims to expand capacity in UI/UX, animation, graphic design, and marketing to improve its communications with the public and provide enhanced support for communication staff and departments. Through this focus, the Communications Office aims to enhance comprehension of the varied and, at times, complicated information the City distributes to the public.

Finally, the office will also support the next phase of the Municipal Broadband efforts in FY24.

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. **Continue aligning citywide communications staff and processes to improve outcomes. In FY24, grow the number of daily email subscribers by 3% and maintain at least a 75% average excellent/good public information rating in resident telephone survey.**

2. Assist the Executive Office, Human Resources Department, and City departments in identifying needs and launching an internal communications program. By end of FY24, develop and begin implementing the first phase of an internal communications plan.
-  3. Expand citywide communication strategies to leverage new communication best practices and innovations. By end of FY24, develop and launch media relations, social media, email marketing and creative design toolkits for City staff.
4. Support an interdepartmental What Works Cities project team in advancing efforts to maintain Gold level certification in FY24 and achieve Platinum certification by the end of FY25.

COMMUNICATIONS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$540,395	\$595,120	\$1,042,580
OTHER ORDINARY MAINTENANCE	\$403,420	\$470,450	\$496,450
TRAVEL & TRAINING	\$1,930	\$4,250	\$9,230
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$945,745	\$1,069,820	\$1,548,260
FULL-TIME BUDGETED EMPLOYEES	3	4	5

EXECUTIVE - TOURISM



The 2022 Cambridge Jazz Festival

MISSION & SERVICES

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

COT is managed by a 15-member Board of Directors that includes representatives from the City Manager’s Office, the Cambridge Chamber of Commerce, Harvard University, MIT, Meet Boston (formerly known as the Greater Boston Convention & Visitors Bureau or GBCVB), at least one hotel general manager and one restaurant owner, and three Cambridge residents. The Office is currently staffed

by three full-time employees, one intern, and 11 volunteers. Visit www.cambridgeusa.org for more information.

In FY23, COT continued to strengthen its Boston/Cambridge Tourism Destination Marketing District (TDMD) partnership with Meet Boston. Meet Boston has entered into agreements with four international representation firms in the UK, Germany, Ireland, and Italy, which will increase international exposure for both Boston and Cambridge. Massachusetts is also hosting the Discover New England Summit at the end of March, and Cambridge Office for Tourism is participating as a sponsor of the summit for this group of international tour operators and receptives. In addition, COT meets regularly with the Cambridge TDMD Oversight Committee to discuss projects that will drive tourism business and elevate the visibility of the destination to a broader audience. COT just completed phase one of a data research project designed to better understand who the Cambridge visitor is, which will inform the branding and media plan for the office in the next phase. The TDMD funds also allowed COT to expand its reach on Expedia with a first quarter advertising package that resulted in over \$650,000 in gross bookings for Cambridge hotels in January and February, traditionally two of their slowest months for business. COT is currently working with Expedia and Booking.com for a larger Spring campaign.

TDMD funding also allowed COT to expand its sponsorship program for larger events that draw visitors to the city for overnight stays, dining, and shopping. COT sponsored the Head of the Charles Regatta with a “specific use” sponsorship that would help pay for hotel rooms for the Ukrainian National Team to compete in the regatta. Other sponsorships this year include the Innovation Trail Cambridge, Dining Passport Program, Cambridge Jazz Festival, and the Summer Music Festival.

COT staff were chosen to serve on the committee to interview the candidates who had submitted proposals to serve as the operator of programming for the renovated Out of Town News Kiosk in Harvard Square. Having served on the Harvard Sq Kiosk Working Group since 2016 and being involved in the process since 2008, the Tourism Office has a deep investment in the success of the kiosk and is committed to curate the space as a welcome center. It is also important to work with the operator to keep the space engaging and interesting through its programming. The renovations of the Kiosk are nearing completion and the Office is working with the City of Cambridge, Culture House and Lesley School of Design to complete the fit out with the architect.

The COT was also pleased to be able to extend the grant program for FY23 to provide Cambridge Business Associations with financial assistance as they continue to recover from the economic impact of the pandemic. The grants offer support to the business associations and enable them to execute the signature fairs, festivals, and events that showcase the City’s diversity and its rich culture, as well as to emphasize the importance of the role that small, local, and minority-owned businesses play in the community and its economic viability. They give the destination a sense of place and a distinct personality, for both residents as well as visitors, and they will need continued support and assistance through patronage and programs tailored to meet their needs as Cambridge transitions out of this unprecedented period. COT awarded six grants totaling \$132,500.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Assist Cambridge hotels in expanded marketing and sales efforts to attract convention and conference business by promoting partnerships with Boston meeting facilities; concentrate on promoting small business meetings while continuing to expand Cambridge's presence in the international meetings market; and maintain marketing efforts in the medical/pharmaceutical, group tours, and special events market segments.**
-  2. **Increase awareness of Cambridge attractions by hosting familiarization tours for domestic and international journalists, travel agents, and tour operators.**

-  3. Expand internet presence via website enhancements, social media marketing, and advertising campaigns.
-   4. Ensure a strong representation of minority-owned and small business listings on website and promote through social media.
-  5. Continue to operate Visitor Center from temporary location in Harvard Square until the Harvard Square Kiosk and Plaza renovations are completed.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Average hotel occupancy percentage	55.3%	68%	75%
1	Average hotel room rate	\$219	\$271	283
1	Average hotel revenue per available room	\$128	\$191	201
2	Number of familiarization tours hosted	13	63	75
3	Increase in Facebook / Instagram / Twitter followers	55%/15%/52%	15%/18%/18%	15%/15%/15%

TOURISM DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$532,000	\$532,000	\$532,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$532,000	\$532,000	\$532,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

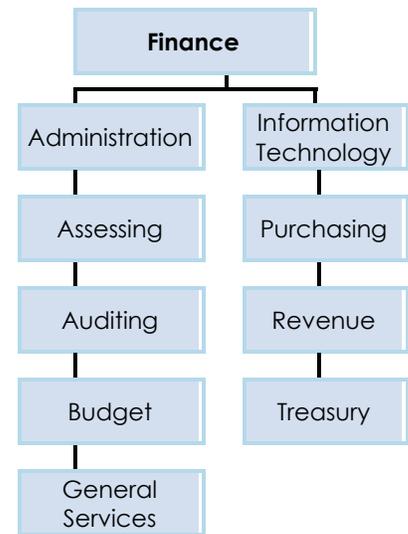
FINANCE

DEPARTMENT OVERVIEW

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

The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY22 Certified Free Cash balance of \$199.3 million, which demonstrates the value of longstanding fiscal policies and management, and allowed the City to effectively manage fiscal uncertainties due to the COVID-19 pandemic since FY20. In addition, in FY23, 80% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$250) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. In FY24, the Department will continue to implement strategies to enhance the financial position of the City.

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



FINANCE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$538,000	\$562,500	\$605,000
INTERGOVERNMENTAL REVENUE	\$667,635	\$641,215	\$544,115
MISCELLANEOUS REVENUE	(\$891,280)	\$4,000,000	\$3,600,000
TAXES	\$5,069,430	\$29,534,445	\$19,965,050
TOTAL BUDGETED REVENUE	\$5,383,785	\$34,738,160	\$24,714,165
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$13,736,705	\$14,564,950	\$16,125,035
OTHER ORDINARY MAINTENANCE	\$6,206,720	\$6,985,165	\$8,377,055
TRAVEL & TRAINING	\$96,185	\$98,190	\$149,275
EXTRAORDINARY EXPENDITURES	\$56,840	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$20,096,450	\$21,711,105	\$24,714,165
FULL-TIME BUDGETED EMPLOYEES	90	94	94

FINANCE - ADMINISTRATION

MISSION & SERVICES

The Administration Division provides leadership to the Finance Department's operating divisions and financial policy direction to the City Manager, Deputy City Manager, and other City departments. It also coordinates the development and review of the City's investment, debt service, and reserve policies. The Division strives to ensure that the City continues to earn AAA bond ratings from all three major credit rating agencies, the highest possible rating and a level that Cambridge has maintained since 1999.

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

Finance Administration works on several projects during the fiscal year and serves on several committees including: Capital Committee (Chair); Community Preservation Act Committee (Chair); Family Policy Council; Tobin Montessori and Vassal Lane Upper School Building Committee; Fire Headquarters Construction Project Committee; IT Tactical Operations and Strategic Implementation Committee; Cambridge Health Alliance Board of Trustees; Cambridge Retirement Board Investment Committee; Renewable Energy Working Group; and Coordination of American Rescue Plan Act Funds (ARPA).

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Continue to play a leading role on the E-Gov Governance Committee tasked with implementing the City's long-term strategic plan around technology and innovation.
2. Manage the City Scholarship Program and ensure timely payments of scholarship awards. Host awards ceremony and reception to recognize each scholarship recipient.
- \$ 3. Manage the Debt Stabilization Fund to minimize the impact on property tax bills as it relates to debt service while maintaining a balance that supports the City's long-term capital plan.
- \$ 4. Play a leading role on the Planning and Implementation of the City's Capital Program.
5. Work with Senior Leadership to review and implement City Council goals.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$319,165	\$419,165	\$279,235
OTHER ORDINARY MAINTENANCE	\$1,138,500	\$1,252,000	\$1,867,595
TRAVEL & TRAINING	\$1,040	\$1,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,458,705	\$1,672,665	\$2,151,330
FULL-TIME BUDGETED EMPLOYEES	1	1	1

FINANCE - ASSESSING

MISSION & SERVICES

The Board of Assessors determines the value of all taxable property, both personal and real, within the city. The methodology for determining assessed value is outlined in the Uniform Standards of Professional Appraisal Practice and Massachusetts Department of Revenue (DOR) guidelines. DOR requires that Assessors update the Computer-Assisted Mass Appraisal (CAMA) System on an annual basis for the valuation of real estate and personal property meeting statistical standards. In addition, the Board of Assessors works on state legislation seeking to improve the system of taxation and reviews potential changes in zoning, including through the Envision Cambridge plan and short-term rental regulations, to ensure that proposed changes do not adversely impact taxpayers.

The FY24 residential property values are based on 2022 calendar year sales activity. A sales analysis is conducted each year for single-, two-, and three-family residential property and condominiums. For commercial properties, income and expense data is obtained from market sources and commercial property owners and is analyzed to develop the income approach to value. The income approach is used for the valuation of commercial properties, including apartments, retail, offices, labs, and hotels.

After the adoption of the annual budget by vote of the City Council, the Board of Assessors establishes the tax rate in the fall at the public tax classification hearing. The Board of Assessors submits the necessary documentation along with the tax recapitulation summary for DOR approval to issue tax bills. The assessment books maintained by the Board of Assessors are available for public inspection at City Hall or online at www.cambridgema.gov/assess.

The Assessing Department has moved most of the paper applications to online forms over the last 3 years, they include: Residential Exemption, Personal Exemption, Income and Expense 38D, Exempt Organization 3ABC, and Motor Vehicle Excise Abatement. For Fiscal Year 2024, the Assessing Department will complete an online application to replace the Personal Property paper Form of List with an online form that includes a workflow and the ability to automatically move information into the CAMA system without re-typing the information. Building the capacity of online forms increases information accuracy and streamlines the process. Additionally, feedback from taxpayers indicates that they prefer online forms to written paper forms.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Ensure the accuracy of real property valuation through routine re-inspection of all houses on a six-year cycle and annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties for which there has not been a routine inspection in the past year.**
2. **Collect market data for the DOR-required five year revaluation.**
3. **Create a new online Form of List application for the 2,766 active Personal Property accounts.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Commercial buildings inspected	210	210	220
1	Tax exempt properties inspected	195	200	200
1	1, 2, and 3-family houses and condominium units inspected	2,200	2,225	2,300
2	Deeds processed	1,850	1,900	1,925
2	Residential Exemptions submitted and reviewed.	913	1,050	1,025

ASSESSING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,982,230	\$2,110,220	\$2,235,010
OTHER ORDINARY MAINTENANCE	\$493,560	\$636,765	\$686,765
TRAVEL & TRAINING	\$9,485	\$14,000	\$16,400
EXTRAORDINARY EXPENDITURES	\$1,025	\$2,800	\$2,800
TOTAL BUDGETED EXPENDITURES	\$2,486,300	\$2,763,785	\$2,940,975
FULL-TIME BUDGETED EMPLOYEES	13	13	13

FINANCE - AUDITING

MISSION & SERVICES

The City's Auditing Division promotes an honest, effective, and fully accountable City government. It strives to provide independent, timely oversight of the City's finances and operations and ensures that City programs are implemented legally, efficiently, and effectively. The Division functions as a safeguard against potential fraud or misuse of City resources. Auditing contributes to deadline driven documents such as the Annual Comprehensive Financial Report, Schedule A, and the Per-Pupil Report, which play a crucial role in providing financial and other information to the City Council, City Manager, the investment community, the state and federal governments, and the residents of Cambridge.

In FY24, the Auditing Division will continue to promote and expand the use of electronic processing of accounts payable payments in order to reduce paper usage and create an efficient method for tracking information electronically. These efforts have taken on increased importance in light of COVID-19 impacts on the workplace.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded.
-  2. Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.
-  3. Prepare year-end financial reports in accordance with generally accepted accounting principles within six months after the end of the fiscal year.
-  4. Continue to expand the use of electronic submission of accounts payable payments to additional departments.
-  5. Continue to scan documents into a shared drive for financial system users to streamline payments to routine vendors.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Purchase orders processed for City and School departments	13,857	14,200	14,500
2	Number of invoices processed	45,250	47,000	50,000
2	Percent of invoices posted within one day	75%	80%	85%
4	Percent of accounts payable payments submitted electronically	87%	90%	90%

AUDITING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,439,205	\$1,335,570	\$1,501,395
OTHER ORDINARY MAINTENANCE	\$5,900	\$5,900	\$5,900
TRAVEL & TRAINING	\$45	\$500	\$2,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,445,150	\$1,341,970	\$1,509,420
FULL-TIME BUDGETED EMPLOYEES	9	9	9

FINANCE - BUDGET

MISSION & SERVICES

The Budget Office prepares and monitors the City's annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect residents' priorities, and comply with all federal, state, local, and Government Finance Officers Association (GFOA) requirements. The Budget Office assists departments, the City Council, residents, and other stakeholders with research, analysis, and support with budget procedures and other fiscal matters. In FY24, the Budget Office will continue to work with fiscal staff, the City Manager's Office, and departments to monitor and address ongoing fiscal impacts related to COVID-19 in order to ensure that the City maintains the ability to support and expand key community programs and initiatives.

The FY24 Budget book includes information on the amount of operating funds budgeted for each of the 12 City Council goals which are intended to help guide budget priorities for the City. This is in addition to updates and enhancements to the Budget book in recent years related to COVID-19 messaging; consolidated spending information and categories; and updates regarding the City's Anti-Racism, Equity, and Inclusion Initiative.

The City recently completed its ninth cycle of Participatory Budgeting (PB) in which community members decided how to spend \$1,065,000 in FY24 capital funds. Including FY24, the City has allocated \$7.48 million to PB since its inaugural FY16 cycle. Over 8,700 Cambridge residents age 12 and older participated in the December 2022 vote. Residents were able to vote in-person, over the phone, and online in English and seven other languages. More details, including the list of winning projects, are provided in the Public Investment section and online at pb.cambridgema.gov.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Monitor revenue and expenditures and maintain the City's long-term financial viability by forecasting the City's funding sources and uses.
-  2. Expand outreach efforts to different locations citywide to increase the number and diversity of residents who vote in the City's Participatory Budgeting process.



PB9 vote results party

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	7,441	8,707	10,000

BUDGET DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$664,195	\$679,795	\$721,115
OTHER ORDINARY MAINTENANCE	\$113,325	\$135,600	\$137,750
TRAVEL & TRAINING	\$965	\$4,290	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$778,485	\$819,685	\$863,965
FULL-TIME BUDGETED EMPLOYEES	4	4	4

FINANCE - GENERAL SERVICES

MISSION & SERVICES

The General Services Division acts as a centralized point for budgeting the costs of mailing, printing, and telephone expenses for all City departments. The mailing and printing budgets are managed by the Purchasing Division, while the telephone budget is managed by the Electrical Department.

The mailing function is responsible for preparing and processing incoming and outgoing mail at City Hall and ensuring that all items are processed in accordance with postal regulations.

The printing function provides basic design services, letterhead, business cards, creation of covers, copying, printing, folding, punching, binding, and other similar services to City departments.

The telephone budget includes funds for telephone operating costs for all City departments. Six City departments reimburse this budget for actual telephone usage.

GENERAL SERVICES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$105,865	\$133,585	\$111,590
OTHER ORDINARY MAINTENANCE	\$261,425	\$336,000	\$389,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$367,290	\$469,585	\$501,340
FULL-TIME BUDGETED EMPLOYEES	1	1	1

FINANCE - INFORMATION TECHNOLOGY

MISSION & SERVICES

The Information Technology Department (ITD) develops, maintains, and protects IT infrastructure, applications, and tools, and provides support and training to ensure City services and information are optimized for City staff and the public. ITD works closely with departments and stakeholders to shape agile, innovative solutions that meet public purpose business requirements and deliver tangible results.

In FY23, ITD addressed ongoing pandemic challenges, mitigated rising cybersecurity threats, supported hybrid work, and responded to policy priorities, all while providing essential IT services. Key accomplishments in FY23 ranged from new and improved constituent-facing and user-focused services to expanding and modernizing core systems and infrastructure. City website improvements included broader integration between diverse calendaring systems, new tools to ease content updates, and enhanced search functionality made possible by partnering with Harvard's Tech for Social Good team. ITD expanded OpenGov record types to eliminate paper processes and developed the new lottery for Human Service Programs and Council order tracking systems.

In addition to maintaining the COVID-19 Data Center and the City's Open Data Portal, ITD published a new Data Program Strategic Plan, launched an internal Data Services Portal, and with Communications, developed a 311 Performance Dashboard. GIS accomplishments included a massive citywide reprecincting effort, automating addresses for permitting, releasing 27 new interactive maps (including water quality, bike rides, senior housing LGBT inclusivity, crowdsourcing EV charging spots), and introducing 3D mapping. New IT training classes, an IT helpdesk overhaul, Technical Training Portal enhancements, and an orchestrated rollout of telework devices responded to rising user needs. ITD expanded hybrid meeting capabilities including new AV systems in conference rooms, the Senior Center, the Community Learning Center, and the Sullivan Chamber.

ITD continued to strengthen cyber and physical security in FY23 from a new Security Operations Center and Critical Incident Response Plan to expanding citywide access control and elevating cybersecurity awareness training participation to an unprecedented 93%, resulting in the highest National Cybersecurity Review rating to date. Major updates to network services, device management, user authentication, and remote access have boosted IT resiliency and oversight. Upgrades and replacement of voice and data, firewall, and Internet Service Provider (ISP) systems added capacity and redundancy to critical services. These achievements netted further progress against the City's IT Strategic Plan which was updated to reflect emerging priorities and guidance from the new City Manager to fortify governance and innovation. In collaboration with other departments and nonprofits, ITD made progress on Digital Equity study recommendations including establishing a Digital Equity and Broadband Project Manager

role, expanding and upgrading Cambridge Public Internet, convening a Digital Equity Advisory Group, and developing a “digital navigators” program. ITD worked with City leadership and consultants to conduct extensive research and stakeholder engagement leading to publication of the Municipal Broadband Study.

Looking ahead to FY24, ITD will implement additional tools to support hybrid work, digitize business workflows to eliminate paper processes, modernize aging applications, tackle digital equity and broadband accessibility, and expand information and open data availability to staff and the public. Key goals include maintaining Cambridge’s *What Works Cities Gold* certification, supporting staff and the public to make better use of data to inform projects and service delivery, developing more OpenGov, Smartsheet, and other self-serve training materials, modernizing web pages for departments using legacy designs, and migrating websites to cloud-based hosting. ITD also plans to create more 3D GIS maps, add LiDAR and advanced GIS base layers, implement an electronic signature platform, pilot new enterprise document management, continue expansion of hybrid work facilities, test and commence citywide shift to cloud-based file sharing, and stand up a federated “digital navigators” program. ITD FY24 infrastructure goals include refreshing public Wi-Fi hardware, introducing “soft phone” and number portability, adding cybersecurity controls and physical access features, consolidating and harmonizing core systems and disaster recover (DR) environments, and designing a modern, resilient on-premises data center.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Focus on the key initiatives outlined in the three-year IT Strategic Plan.**
-  2. **Work collaboratively with City departments to implement the Surveillance Technology Ordinance.**
-  3. **Streamline and enhance services, transparency, and access to information to improve residents' interactions with the City.**
4. **Continue to develop security programs that focus on physical and cyber security.**
-  5. **Expand public Wi-Fi opportunities in parks.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of IT training classes provided to staff	40	70	75
1	What Works Cities certification (using data and evidence to tackle pressing challenges)	Gold Certification	Maintain Gold Certification	Maintain Gold Certification
2	Surveillance Use Policy ITD submissions approved	22	20	20
3	Number of data assets (datasets, visualizations, other data tools) available on the Open Data Portal	331	360	385
3	Number of online permits and licenses (ViewPoint record types)	165	170	175
4	Percent of staff engaging in annual cybersecurity training	91%	93%	95%

INFORMATION TECHNOLOGY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$5,922,895	\$6,331,075	\$7,189,105
OTHER ORDINARY MAINTENANCE	\$3,918,615	\$4,289,720	\$4,892,490
TRAVEL & TRAINING	\$83,400	\$76,000	\$113,000
EXTRAORDINARY EXPENDITURES	\$55,815	\$60,000	\$60,000
TOTAL BUDGETED EXPENDITURES	\$9,980,725	\$10,756,795	\$12,254,595
FULL-TIME BUDGETED EMPLOYEES	36	39	39

FINANCE - PURCHASING

MISSION & SERVICES

The Purchasing Department implements and administers the purchasing policies and practices of the City. The Department ensures that all purchases of goods and services, and public construction, are made in accordance with state laws, City ordinances, and best practices and are open, fair, competitive, and obtained at the lowest possible cost without sacrificing quality. The Department assists with ensuring all City departments' compliance with the Surveillance Ordinance by filtering all technology procurements through the proper channels. Purchasing encourages all City departments to purchase locally and to purchase environmentally preferable products. The Department works to reduce the City's fleet vehicle dependency on fossil fuels and helps incorporate sustainability into new construction. In FY24, the Department will continue to work toward expanding contracting opportunities for minority, veterans, and women-owned business enterprises by participating in a disparity study being conducted to support the implementation of a sheltered market program for goods and services. The Department conducts the request for qualifications process for designer selection projects. The Department also assists in the acquisition and disposition of City-owned real property and in the disposition of surplus property. The Department is actively involved in the procurement processes relating to several major construction projects throughout the city. The Purchasing Department collaborates with other City departments in implementing ARPA funded programs.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Procure materials, supplies, equipment, services, and labor in accordance with state laws and City ordinances at the lowest possible cost without sacrificing quality.
-  2. Introduce financial system approval workflow and contract monitoring to streamline citywide purchasing and to reduce the need for and use of paper.
-  3. Work with the Community Development Department and the State Office of Supplier Diversity to participate in and organize vendor fairs, panels, and informational sessions to encourage local, minority, women, and veteran-owned businesses to do business with the City.
-  4. Work with the Community Development Department and the Office of Equity and Inclusion to support the implementation of a sheltered market program for goods and services.
-  5. Collaborate with City departments on a procurement strategy for 100% renewable energy for municipal supply, various solar array procurement structures, and energy efficient building improvement procurements.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Invitations for bids	70	120	100
1	Construction bids	62	85	75
1	Requests for proposals	4	8	8
1	Requests for information	n/a	2	2
1	Purchase orders issued	8,747	10,100	10,000
1	Designer selection and CM at Risk requests for qualifications	3	5	2
1	Number of contracts executed	924	1,150	1,100

PURCHASING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,010,100	\$1,161,855	\$1,212,410
OTHER ORDINARY MAINTENANCE	\$22,620	\$21,580	\$29,405
TRAVEL & TRAINING	\$1,205	\$900	\$3,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,033,925	\$1,184,335	\$1,245,415
FULL-TIME BUDGETED EMPLOYEES	8	8	8

FINANCE - REVENUE

MISSION & SERVICES

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

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

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

A payment drop box was installed behind City Hall to give residents a contactless option to drop off their payments. The City typically collects 99% of annual property taxes levied within the fiscal year and maintains a high collection rate for excise tax and water/sewer bills.

The Assistant Finance Director has the primary responsibility of monitoring and reporting federal ARPA expenditures in order to receive reimbursement for eligible costs. In addition, the Revenue Division collaborated with other City departments to facilitate the application process, disbursement, and reporting of housing and small business-related grants funded from a variety of sources. The Revenue Division is responsible for the monitoring and reporting of expenditures related to the recently-enacted federal American Rescue Plan.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Continue to offer customers multiple options for paying property taxes, motor vehicle excise taxes, and utility bills, including lockbox, cashier, and online payments.

- \$** 2. Continue to work with City departments to develop online payment options for services that are financially feasible using the City's convenience fee model.
- \$** 3. Collaborate with ITD to implement Tyler Cashiering software in additional departments, which will automatically interface with existing software systems. The software includes a cashiering station that allows payment tender of cash, check, and credit/debit cards.

REVENUE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,449,465	\$1,528,830	\$1,906,690
OTHER ORDINARY MAINTENANCE	\$114,820	\$150,000	\$170,800
TRAVEL & TRAINING	\$45	\$1,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,564,330	\$1,679,830	\$2,080,490
FULL-TIME BUDGETED EMPLOYEES	12	12	12

FINANCE - TREASURY

MISSION & SERVICES

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

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

This Division successfully managed the conversion to a new banking institution from the City's previous bank due to a merger. Payroll is responsible for processing the payroll for approximately 5,000 employees as well as for handling federal, state, and Medicare withholding; health and life insurance; and deferred compensation and retirement.

Both Cash Management and Payroll have made strides to promote the timeliness and efficiency of electronic funds transfer payments in their operations.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Continue to implement technological enhancements that allow for additional automation to gain the highest efficiencies in daily transaction processing while maintaining controls over accuracy and reporting of data.

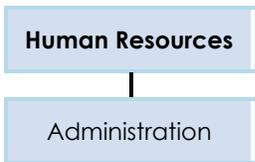
TREASURY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$843,585	\$864,855	\$968,485
OTHER ORDINARY MAINTENANCE	\$137,955	\$157,600	\$196,600
TRAVEL & TRAINING	\$0	\$0	\$1,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$981,540	\$1,022,455	\$1,166,635
FULL-TIME BUDGETED EMPLOYEES	6	7	7

HUMAN RESOURCES

DEPARTMENT OVERVIEW

The Human Resources Department (formerly known as the Personnel Department) provides support and administers programs and services to attract, develop, and retain a high performing, diverse workforce that is prepared to provide exceptional services to the City’s residents. Human Resources staff work with all City departments to perform outreach and recruitment, provide information about City employment opportunities, administer collective bargaining agreements and City employment policies, ensure that fair labor practices are followed, offer competitive benefits to employees and retirees, and foster a productive and inclusive work environment. The HR Department also strives to provide learning and development opportunities for employees, with particular attention paid to expanding on the City’s Anti-Racism, Diversity, Equity, and Inclusion Initiative.



HUMAN RESOURCES DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$3,092,650	\$3,229,850	\$4,160,630
TOTAL BUDGETED REVENUE	\$3,092,650	\$3,229,850	\$4,160,630
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,542,875	\$1,782,105	\$2,686,580
OTHER ORDINARY MAINTENANCE	\$716,015	\$923,550	\$1,192,550
TRAVEL & TRAINING	\$170,645	\$251,500	\$281,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,429,535	\$2,957,155	\$4,160,630
FULL-TIME BUDGETED EMPLOYEES	12	12	16

HUMAN RESOURCES - ADMINISTRATION

MISSION & SERVICES

In FY23, the Human Resources Department has been responsible for the implementation of the City’s Telework policy, designed to provide employees with additional flexibility to manage work/life balance while continuing to contribute fully to the organization and the safe delivery of public services. Projects for the upcoming year include expanding the Comprehensive Learning Plan with particular emphasis on anti-racism, diversity, equity, and inclusion offerings, modernizing HR systems, and establishing plans for annual performance reviews for all non-union City employees.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain consistent employment processes to ensure open, accessible, and responsive applicant intake systems, using a variety of outreach methods.**
-  2. **Assist the City Manager, Chief of Equity and Inclusion, and departments in meeting the goal of building a City workforce that is representative of Cambridge's diversity.**
-  3. **Provide learning and professional development opportunities to all employees through internal and external training activities and through the tuition reimbursement program.**



4. Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines and promotes labor stability.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Total job postings	279	250	250
2	Number of participants in programs that enhance cultural competency, including valuing diversity, preventing sexual harassment, and sexual orientation/gender identity offerings	588	650	750
4	City collective bargaining agreements settled for the fiscal year	12	12	12

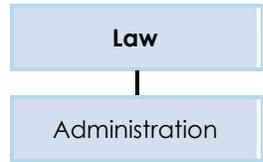
ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,542,875	\$1,782,105	\$2,686,580
OTHER ORDINARY MAINTENANCE	\$716,015	\$923,550	\$1,192,550
TRAVEL & TRAINING	\$170,645	\$251,500	\$281,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,429,535	\$2,957,155	\$4,160,630
FULL-TIME BUDGETED EMPLOYEES	12	12	16

LAW

DEPARTMENT OVERVIEW

The Law Department is charged with the prosecution and defense of all lawsuits in which the City is a party in state and federal courts and in administrative agencies. The Department functions as a full-time law office, handling the City's litigation and other legal functions in-house to the maximum extent possible. The Department's staff includes 11 attorneys, a Public Records Access Officer and Assistant Public Records Access Officer, an office manager, and two administrative assistants.



In addition to handling litigation, the Department's attorneys furnish legal advice and opinions on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads. Attorneys provide daily advice to City staff and frequently attend meetings of the City Council and its committees and other boards and commissions of the City. The Department's Public Records Access Officer coordinates responses to the City's public records requests.

LAW DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$50,000	\$50,000	\$50,000
TAXES	\$3,649,310	\$3,837,715	\$4,102,645
TOTAL BUDGETED REVENUE	\$3,699,310	\$3,887,715	\$4,152,645
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$2,421,950	\$2,666,630	\$2,907,000
OTHER ORDINARY MAINTENANCE	\$428,240	\$434,015	\$731,400
TRAVEL & TRAINING	\$14,324,710	\$504,155	\$514,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$17,174,900	\$3,604,800	\$4,152,645
FULL-TIME BUDGETED EMPLOYEES	16	16	16

LAW - ADMINISTRATION

MISSION & SERVICES

In addition to handling the City's litigation and all manners of claims asserted against the City, the Law Department's attorneys draft, review, and approve a wide range of legal documents required for City business, including contracts, written opinions, and ordinances. The Law Department's attorneys provide legal representation and advice to the City and its officials in numerous areas of law, including issues related to affordable housing, zoning, construction, development, sustainability and environmental issues, renewable energy procurement, transportation, elections, surveillance technology and compliance with the Surveillance Ordinance, cannabis including the Cannabis Business Permitting Ordinance and negotiating Host Community Agreements, employment, civil rights, contracts, tax, real estate law, land acquisition, torts involving personal injury and property damage, ethics, conflicts of interest, compliance with financial disclosure laws, information security, and a wide range of other issues. Attorneys in the Law Department have developed broad expertise in response to the increasingly complex legal

considerations associated with governance including compliance with the Open Meeting Law and the Public Records Law.

The volume of public record requests has been increasing rapidly in the past few years. Requests during the period from July 1 through March 31 grew from 1,161 in FY22 to 1,289 in FY23.

The Law Department has continued to handle all manner of COVID-19 pandemic-related work, including: working with the License Commission to permit outdoor seating arrangements for restaurants; preparing agreements for the distribution of ARPA relief funds and reviewing and analyzing issues related to the use of ARPA relief funds; drafting and reviewing grant agreements; advising boards and commissions on ongoing changes to the Open Meeting Law that continue to allow for remote meetings; and continuing to analyze and advise on all state and federal COVID-19 orders and legislation.

In addition, the Law Department has provided advice related to and drafted Home Rule petitions to the State Legislature including those related to the Fire Cadet Program; has led negotiations on dozens of City agreements; has handled the acquisition of properties by the City for watershed protection, for housing, for City offices and other public purposes; and has worked closely with other City departments to respond to a significant number of zoning amendment petitions filed with the City Council.

The FY22 Travel & Training expenditures include \$13,763,558 for the friendly taking of 689 Massachusetts Ave. from the Unitarian Universalist Service Committee.

FY24 OBJECTIVES & PERFORMANCE MEASURES

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

2. **Serve as a resource for other departments by providing training on issues relating to civil rights, ethics, conflicts of interest, public records, the Open Meeting Law, compliance with financial disclosure laws, and zoning laws. Provide training opportunities, outreach, and support to members of all boards and commissions pertaining to the Open Meeting Law, the Public Records Law, and other relevant topics.**

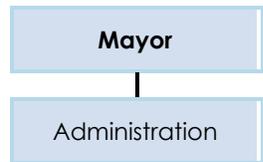
ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,421,950	\$2,666,630	\$2,907,000
OTHER ORDINARY MAINTENANCE	\$428,240	\$434,015	\$731,400
TRAVEL & TRAINING	\$14,324,710	\$504,155	\$514,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$17,174,900	\$3,604,800	\$4,152,645
FULL-TIME BUDGETED EMPLOYEES	16	16	16

MAYOR

DEPARTMENT OVERVIEW

The Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City while serving as the Chairperson for the City Council, the School Committee, and the Family Policy Council. The Mayor’s Office prioritizes constituent service and works directly with members of the public to provide information and address concerns regarding municipal government and services. The Mayor’s Office hosts citywide events and celebrations, writes policy, and serves as the City liaison between federal and state agencies, as well as community groups and citizens. As the face of the City, the Mayor is the City’s official receiver for visiting dignitaries.



Administration: The Mayor’s Office is responsive to the thousands of requests it receives from the residents of Cambridge, and works closely with all City departments to provide the highest standard of constituent services.

Ceremonial Functions: The Mayor represents the City at ceremonial functions and hosts public events celebrating the diversity of Cambridge.

Community Leadership: The Mayor promotes unity and forges new partnerships throughout the City. The Mayor may occasionally appoint special commissions or task forces to examine issues of concern to the public. Community Leadership funds are used for printing, mailing, and other organizational or public information expenses. The Mayor also collaborates with universities, nonprofit organizations, and local businesses to create additional connections with residents.

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

MAYOR DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$32,000	\$32,000	\$32,000
TAXES	\$666,790	\$874,035	\$941,255
TOTAL BUDGETED REVENUE	\$698,790	\$906,035	\$973,255
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$426,150	\$659,375	\$757,625
OTHER ORDINARY MAINTENANCE	\$90,350	\$169,370	\$186,130
TRAVEL & TRAINING	\$6,235	\$29,000	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$522,735	\$857,745	\$973,255
FULL-TIME BUDGETED EMPLOYEES	5	6	6

MAYOR - ADMINISTRATION

MISSION & SERVICES

Affordable Housing: The Mayor's Office, in collaboration with housing providers, the City Council, City Administration, City Manager's Housing Liaison, and Community Development Department, will continue to advance policy initiatives aimed at decreasing tenant displacement, and pushing to utilize City-owned property for preserving and increasing the affordable housing stock in the city. In 2022, Mayor Siddiqui championed several initiatives to advance affordable housing and tenant advocacy in Cambridge, including:

- Working with the Affordable Housing Trust regarding concerns about property management and working to reconcile and repair relationships with tenants who have expressed concern throughout the city;
- Supporting the Alliance of Cambridge Tenants and other tenants' rights advocacy groups;
- Increasing access to legal services and assisting residents who have housing concerns.

Community Engagement: The Mayor's Office will continue engaging residents across the City by hosting events and increasing outreach opportunities. The Mayor has established annual inclusive events such as the Community Iftar during Ramadan, Bollywood night at Starlight Square, and a Halloween Trick-or-Treat on City Hall Lawn. In FY22, the Mayor's Office sponsored new events aimed at increasing accessibility and celebrating diversity, which included a Diwali festival and the first annual Juneteenth Freedom Day Parade. The Mayor's Office will continue introducing new community events and outreach efforts, including increasing language translation services, encouraging voting and voter registration, and supporting the many diverse festivals and community events held in the City. In FY22, the Mayor's Office hosted 46 community engagement events to connect with residents and families throughout Cambridge, including:

- Partnering with Cambridge Public Schools (CPS) to host community fairs to provide resources in several languages and supplies for students to thrive during the school year;
- Hosting coffee hours in the community at small businesses and meeting residents in their own neighborhoods;
- Starting a monthly Meet and Greet Pizza Night series at Cambridge Housing Authority Buildings to address resident's concerns and provide connections to resources;
- Working with the Historical Commission and hiring an indigenous consultant to create a new historical marker in Harvard Square that recognizes indigenous history in Cambridge;
- Starting a pilot during Black History Month for residents to receive free tickets to the Museum of African American History, and working with the Library to establish a permanent program to provide free tickets beginning in February 2023;
- Cohosting educational sessions with Pathways for Immigrant Workers to assist low-wage workers in employment-sponsored lawful permanent residence applications.

Schools, Businesses, and Universities: The Mayor's Office will continue working to enhance the collaborative relationship between the City and CPS, businesses, the Biotech industry, and the nonprofit community, as well as Harvard, MIT, and Lesley Universities in an effort to expand the availability and access to mentorships, internships, job trainings, and apprentice programs for residents. The Mayor's Office will continue to work closely with the schools by:

- Continuing the Early College Pilot that began in 2022 in partnership with Lesley University to provide 100 CRLS students a year with opportunities to fulfill high school graduation requirements while also earning college credits;



Mayor Sumbul Siddiqui

- Partnering with MIT on expanding the Elevate Youth Local Parks Program in Cambridge, a free outdoor enrichment opportunity for 5th and 6th grade CPS students and a leadership opportunity for Youth Leaders in the Cambridge Housing Authority WorkForce Youth Program;
- Providing funding for yearbooks and headshots to seniors graduating from Cambridge Rindge and Latin and journals for graduating 8th graders;
- Securing funding for all Cambridge Rindge and Latin School, High School Extension Program, home school, and charter school students who reside in the district to receive a free MBTA Charlie Card this school year;
- Supporting and facilitating RECESS, a free summer youth program that is in its third year after being established by our office;
- Working with students and giving lectures and keynotes at the universities in Cambridge;
- Visiting classrooms to talk about the importance of public service and engage with students on their involvement in local government;
- Organizing a field trip for the Black Student Union students to the Museum of African American History;
- Hosting lunches with youth groups including Scouts, Enroot, Work Force, and Sisters With a Dream at City Hall to talk about the role of local government and how to be more civically involved;
- Cosponsoring the Legacy Business Luncheon to celebrate the longtime small business owners in Cambridge.

Climate Change: The Mayor's Office will continue working on equitably mitigating the effects of climate change and making Cambridge a more environmentally sustainable city. Through the promotion of sustainability and education on the climate crisis, the Mayor's Office has worked to make Cambridge a climate leader, with additional attention paid to underserved parts of the City where vulnerable residents are most impacted by climate inaction. This year, the Mayor has pushed Cambridge to be a greener City by:

- Forming a Climate Crisis Working Group with climate experts from Cambridge and Massachusetts to help draft a report on what actions Cambridge must take to reduce emissions and improve resiliency;
- Hosting an International Youth Conference at City Hall with the United Nations Department of Global Communications Civil Society Unit, UN HABITAT, and UNA focused on climate change;
- Co-sponsoring a Green Jobs Ordinance to grow the size and diversity of our clean energy workforce;
- Visiting CPS classrooms with DPW to teach about recycling and providing reusable water bottles.

Community Well-being: The Mayor’s Office will continue to ensure that the well-being of our community includes all residents, especially marginalized communities. The Office will prioritize initiatives that create space for residents to access mental health services and live healthy lives, destigmatize mental illness, engage residents civically and culturally, and create a sense of belonging to our City. Community well-being became a priority during the pandemic and needs to continue to remain at the forefront of the City’s vision. The Mayor advanced this goal by:

- Establishing multiple ad hoc working groups to further work on priority issues, including Universal Pre-Kindergarten, Fare Free Transit, Homelessness, and Climate Crisis;
- Building on the successful Cambridge RISE Pilot, the Mayor worked with the City Manager to secure \$22 Million in ARPA funds to launch Rise Up Cambridge to extend direct cash assistance of \$500 a month to all families under 250% of the Federal Poverty Limit. This expansion will make Cambridge the only city in the country to provide cash assistance to all families in poverty;
- Continuing the Mayor’s Winter Support Drive by raising nearly \$50,000 to provide gift cards to residents in need in partnership with Harvard, MIT, Lesley, and the Chamber of Commerce. The Mayor’s Office worked with over a dozen Cambridge organizations to distribute grocery store gift cards to residents who were struggling during the winter season;
- Partnering with the Cambridge Police Department and the Council on Aging to provide Cambridge seniors with care packages and individualized greeting cards for the holidays;
- Connecting hundreds of Cambridge residents with resources to address housing matters, build resilient local businesses, facilitate communication with City agencies, and accept general concerns and feedback for the City;
- Hosting yoga on City Hall lawn and providing Headspace giveaways during mental health month.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$426,150	\$659,375	\$757,625
OTHER ORDINARY MAINTENANCE	\$90,350	\$169,370	\$186,130
TRAVEL & TRAINING	\$6,235	\$29,000	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$522,735	\$857,745	\$973,255
FULL-TIME BUDGETED EMPLOYEES	5	6	6

PUBLIC CELEBRATIONS

DEPARTMENT OVERVIEW

The Public Celebrations budget includes allocations for the Cambridge Arts Council, the Multicultural Arts Center, community events, and holiday celebrations. Many programs and events funded by the Public Celebrations budget directly support the City Council goals of expanding and deepening community engagement, offering economic and educational opportunity to all, and increasing opportunities for residents to enjoy the City's open and publicly accessible spaces.



Cambridge Arts Council is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists, residents, employees, and visitors in Cambridge. As one of the oldest and most dynamic arts agencies in the country, Cambridge Arts fosters opportunities to recognize, celebrate, and support artists and artmaking reflective of the diverse populations in the city. Operating with funding from local and state government, private foundations, corporate sponsors, and individual donors, Cambridge Arts delivers on its mission by fulfilling three primary roles: Connector, Presenter, and Funder.

Cambridge Arts embraces a vision that welcomes and supports everyone. Believing that a multiplicity of perspectives is essential to a strong society, the Council is committed, both in policies and practices, to building participation in and awareness, understanding, and appreciation of the arts and all cultures. In ongoing work to address cultural and historical inequities, the Council strives to be a community anchor that reflects the entire Cambridge community and expands access, opportunities, and inclusion within every form of creative expression. The Council values diverse voices and people of all ages, backgrounds, ethnicities, abilities, gender identities, sexual orientations, socioeconomic situations, religions, citizenship statuses, and family configurations.

PUBLIC CELEBRATIONS DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$35,300	\$40,000	\$49,400
TAXES	\$1,583,400	\$1,523,785	\$1,571,960
TOTAL BUDGETED REVENUE	\$1,618,700	\$1,563,785	\$1,621,360
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$742,840	\$795,530	\$912,385
OTHER ORDINARY MAINTENANCE	\$549,570	\$691,900	\$707,650
TRAVEL & TRAINING	\$550	\$1,025	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,292,960	\$1,488,455	\$1,621,360
FULL-TIME BUDGETED EMPLOYEES	6	6	6



Members of RootsUprising performing "Initiation - In Love Solidarity" at Multicultural Arts Center

MISSION & SERVICES

Cambridge Arts applied for and received a Technical Assistance Grant from the Metropolitan Area Planning Council (MAPC) that will fund and enable Boston, Cambridge, and Somerville to work collaboratively to better understand and actively address persistent issues that often plague the region's creative cultural spaces, such as music venues, artists' studios, and rehearsal spaces. This multi-municipality approach will provide local and regional strategies for sustaining and supporting cultural infrastructure beyond geographic boundaries by strengthening planning tools and coordinating policies that expand cultural infrastructure in the region. While establishing a baseline of cultural infrastructure data, the project team will engage with existing cultural space operators and users to identify pressing needs and challenges, review existing policy practices, and establish shared policy goals and action plans tailored to the context of each municipality.

Making Space for Art: Securing Cultural Infrastructure in Metro Boston aims to establish a dynamic and sustainable system for regional space tracking and to equip planning staffs and arts advocates with data to inform policy that will increase access to existing cultural infrastructure and mitigate barriers to creating new space. In addition to streamlining relevant policy across the three municipalities, this data will help recognize equity issues related to operating and using cultural space.

In FY23, the Arts Council also researched, developed, and implemented a pilot artist residency program in partnership with choreographer Nailah Randall Bellinger and RootsUprising, a collective of intergenerational BIPOC women with diverse origins and strong connections within Cambridge. *Who We Say We Are* will include choreography, poetry, spoken word, audio voice-overs, movement documentation through film, and live dance performances that amplify how the creative team, residents of the city, and municipal leaders navigate through the social construct of belonging and identity in the city. This year-long series of community conversations and artistic engagements will serve as a platform

for reflection and open, generative conversation towards true belonging and transformative justice in Cambridge. Ultimately, *Who We Say We Are* is a choreographic, multimedia town hall on citizenship that centers the question: “Who gets to call themselves a member of this community and how, in fact, do they do it?”

The objective of *Who We Say We Are* is to look at who we are as individuals within a community and how we contribute to its collective makeup. Utilizing the vehicle of dance, the moving narrative demonstrates how dance allows individuals to connect with their own humanity on a more visceral level and actively engage the humanity of others. In concurrence with the choreographic work and post-show discussions, Nailah and RootsUprising will develop a weekend anti-racism workshop titled "Into the Roots" in collaboration with Najee Brown, the new Artistic Director of the Multicultural Arts Center in East Cambridge. The conference will identify pathways for reconciliation and transformation within the Cambridge for both the public and the local dance communities.

The Arts Council worked with the City Manager’s Office and Personnel Department to assist in the position development, hiring, and onboarding of the **Director of Arts and Cultural Planning**. This new role recognizes the critical importance of having a planning professional dedicated to understanding and ensuring that appropriate focus and attention is paid to the local arts and culture ecosystem. The Director of Arts and Cultural Planning will work across departments and with community-based stakeholders to secure Cambridge as a welcoming and positive location where artists, creatives, and arts and cultural organizations can carry out their work and thrive. Two immediate areas of focus will be to have the individual in this role serve as project lead on *Making Space for Arts*, a regional approach in partnership with the Metropolitan Area Planning Council and the cities of Boston and Somerville to better understanding and securing physical space where arts production and creative enterprise can engage audiences and find success.

In addition to the *Making Space for Arts* study and initiative, the Director of Arts and Cultural Planning will lead the *Arts and Economic Prosperity 6 Report* in partnership with Cambridge Arts and Americans for the Arts, the country’s lead arts advocacy organization. Following up on a similar report and partnership conducted by Cambridge Arts and the Economic Opportunity Division of Community Development in 2017, this new effort will highlight the current economic status of the local arts sector and demonstrate that within a national perspective. Importantly, this new economic data report will provide the clearest information to date on the impacts of the COVID pandemic to local arts and cultural organizations and assist the City in creating and implementing strategies to best support the sector.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Promote arts in City neighborhoods by supporting artists, cultural workers, arts events, and local arts organizations through a grant program funded by the City and the Massachusetts Cultural Council.**
-  2. **Build community through art reflective of the City's diverse populations while fostering participation of local artists, arts organizations, neighborhood groups, and businesses.**
-  3. **Commission, care for, and conserve public art and creative place-making that enhances the City's built environment and residents' quality of life, enlivens the history and social context of publicly accessible locations and makes the City a creative, interesting, and attractive place for residents and visitors.**
-  4. **Continue to promote the arts in Cambridge through engaging and accessible exhibitions in Gallery 344.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of financial grants awarded and direct economic and communications support to individual artists, creative partnerships, and local arts organizations	53	58	60
2	Estimated audience at arts-related events	18,500	23,500	35,000
2	Number of artists presented as part of citywide arts-related events	350	500	700
2	Number of artists participating in Cambridge Arts Open Studios programming	98	150	250
3	Public artworks in the City of Cambridge collection	275	276	280
3	Number of artworks receiving regular maintenance	200	200	204
4	Number of participants attending gallery-related exhibitions and events	625	750	900

CAMBRIDGE ARTS COUNCIL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$688,545	\$795,530	\$912,385
OTHER ORDINARY MAINTENANCE	\$305,160	\$357,900	\$357,900
TRAVEL & TRAINING	\$550	\$1,025	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$994,255	\$1,154,455	\$1,271,610
FULL-TIME BUDGETED EMPLOYEES	6	6	6

PUBLIC CELEBRATIONS - EVENTS

MISSION & SERVICES

In addition to funding for the Cambridge Arts Council, the Public Celebrations budget includes allocations for the Multicultural Arts Center (\$200,000), Community Events (\$60,000), and Holiday Celebrations (\$79,750).

The Multicultural Arts Center, located in East Cambridge, is a 501(c)3 non-profit and New England's only multicultural visual and performing arts center. The Arts Center serves as a venue, a presenter, and a producer of events that provides opportunities for artists to tell their stories through music, dance, theater, and the visual arts. Their stories often reflect the teller's ethnic and/or cultural experiences, and help provide insight and a better understanding about how everyone is connected, in a setting that is welcoming and community-based.

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

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

EVENTS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$244,410	\$334,000	\$349,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$244,410	\$334,000	\$349,750
FULL-TIME BUDGETED EMPLOYEES	0	0	0

RESERVE

DEPARTMENT OVERVIEW

State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY24, the City has allocated \$40,000 for this purpose. Funds are transferred from the Reserve account to department cost centers.

Recent Reserve Transfers:

- FY23: Charter Review Committee outreach (\$40,000)
- FY22: The Reserve account was not used in FY22
- FY21: The Mapping Feminist Cambridge: Inman Square and Mapping Feminist Cambridge: Central Square projects (\$15,000); legal advertisement costs for Clerk's Office (\$10,000)
- FY20: Covering increased printing costs caused by transitioning to transcription-based minutes for City Council meetings (\$20,000)
- FY19: Climate-controlled storage for ballot boxes (\$17,200)

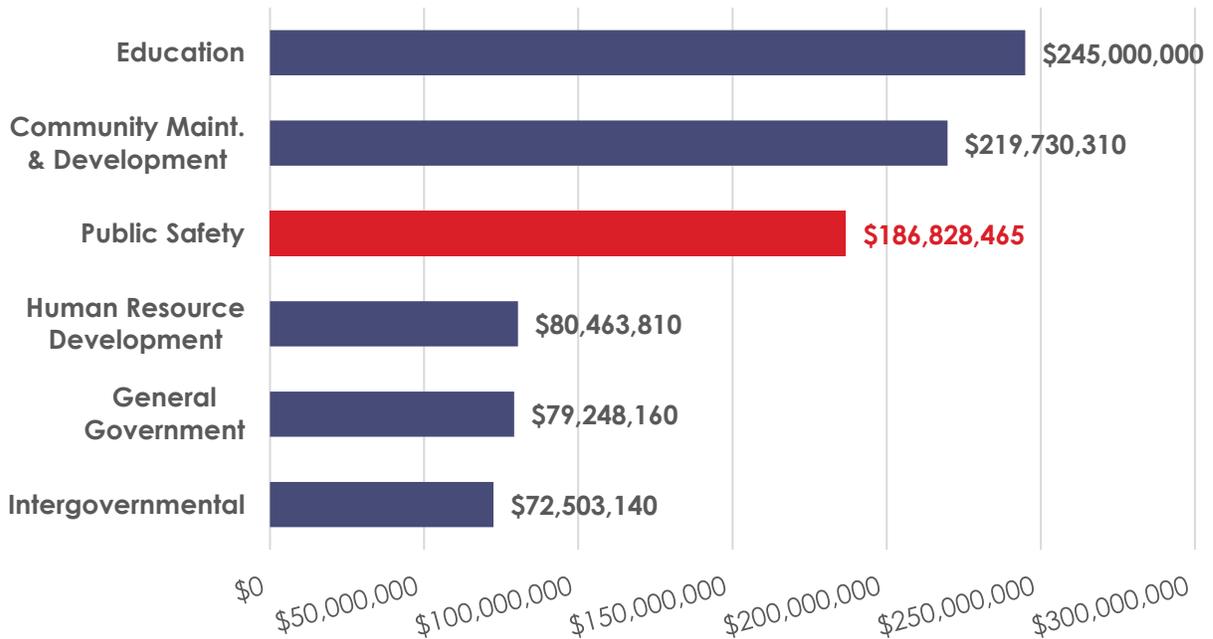
RESERVE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED REVENUE	\$40,000	\$40,000	\$40,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$40,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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PUBLIC SAFETY

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$12,008,180	\$11,293,900	\$12,592,295
FINES & FORFEITS	\$9,345,765	\$10,253,900	\$8,517,500
INTERGOVERNMENTAL REVENUE	\$939,530	\$939,530	\$939,530
LICENSES AND PERMITS	\$46,513,385	\$49,635,075	\$34,446,010
MISCELLANEOUS REVENUE	\$314,725	\$1,009,000	\$597,000
TAXES	\$111,398,800	\$110,429,025	\$129,736,130
TOTAL BUDGETED REVENUE	\$180,520,385	\$183,560,430	\$186,828,465
PROGRAM EXPENDITURES			
ANIMAL COMMISSION	\$579,080	\$626,635	\$673,010
COMMUNITY SAFETY	\$0	\$1,443,475	\$3,036,620
EMERGENCY COMMUNICATIONS	\$8,610,440	\$9,201,695	\$10,346,540
FIRE	\$60,042,995	\$64,048,820	\$70,461,720
INSPECTIONAL SERVICES	\$4,101,050	\$4,708,780	\$5,228,140
LICENSE COMMISSION	\$1,278,175	\$1,351,500	\$1,706,185
POLICE	\$69,432,205	\$73,033,405	\$78,367,440
POLICE REVIEW AND ADVISORY BOARD	\$3,015	\$6,800	\$9,900
TRAFFIC, PARKING AND TRANSPORTATION	\$14,389,260	\$14,510,740	\$16,998,910
TOTAL BUDGETED EXPENDITURES	\$158,436,220	\$168,931,850	\$186,828,465

ANIMAL COMMISSION

DEPARTMENT OVERVIEW



The Animal Commission staff facilitates all aspects of animal control and rescue for domestic animals and the increasingly diverse wildlife living in the city, including deer, coyotes, turkeys, birds of prey, raccoons, opossums, skunks, foxes and more. Staff educate the public about animals in Cambridge through literature, phone discussions, and walk-in consultations for residents seeking guidance for vet care, pet adoption, training issues, nuisance animals, low cost spay/neuter options, off-leash areas, and dog licenses. In addition, the Animal Commission website provides information on wildlife education, low cost vaccination clinics, extreme heat safety tips for animals, and other important announcements. The Commission also works to develop partnerships with the community at events held in the City's schools, youth centers, senior centers, public spaces, and parks.

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

The Commission also enforces City and state animal regulations and ordinances and administers licensure programs. Dog license fees are \$10 for a spayed/neutered dog and \$30 for a dog that is not spayed/neutered. Animal-related fines, including fines for unlicensed dogs or not picking up dog waste, range from \$25-\$100 per violation. The Animal Commission accepts online payments for dog license applications, making it easier for residents to renew.

The Animal Commission continues to work with the Community Development Department and the Department of Public Works to increase opportunities for shared use and dedicated off-leash areas across the City's open spaces.

ANIMAL COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$10,000	\$10,000	\$10,000
FINES & FORFEITS	\$4,275	\$3,800	\$2,000
LICENSES AND PERMITS	\$53,350	\$45,000	\$45,000
TAXES	\$513,845	\$562,420	\$616,010
TOTAL BUDGETED REVENUE	\$581,470	\$621,220	\$673,010
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$563,530	\$604,795	\$647,425
OTHER ORDINARY MAINTENANCE	\$13,470	\$19,190	\$20,435
TRAVEL & TRAINING	\$2,080	\$2,650	\$5,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$579,080	\$626,635	\$673,010
FULL-TIME BUDGETED EMPLOYEES	5	5	5

ANIMAL COMMISSION - ADMINISTRATION



Animal Control Officer Jeffrey educating a resident about wildlife in Danehy Park

MISSION & SERVICES

The Animal Commission's mission is to provide responsive and efficient animal control services; to protect the health, safety, and welfare of all animals and people; and to promote responsible pet ownership through education and enforcement.

The Animal Control staff rescues and transports domestic animals and wildlife; responds to nuisance animal complaints; patrols parks and open space for Animal Control Ordinance violations, including leash and waste removal requirements; runs a pet adoption program; and responds to large-scale emergency situations when animals are in danger such as a house fire or other unforeseen disaster situations that can occur.

This year, the Animal Commission is excited to have obtained two fully electric vans to serve the community and reduce the departments' carbon footprint to help minimize the effects of climate change for future generations of animals and people.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Enforce the provisions of all Animal Control Ordinances, including leash laws and dog waste requirements.
-  2. Engage in community outreach to provide resources connecting pet owners with needed services and information.
-  3. Continue to transport sick, injured, or stray animals for rescue, rehabilitation, or humane euthanasia.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of dog licenses issued	4,404	4,200	4,200
1	Number of dogs picked up as strays or impounded	39	50	50
1	Number of dogs returned to owner	26	50	50
1	Number of calls for service	2,247	2,500	2,500
2	Number of animals vaccinated	51	50	50
3	Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported	230	190	190

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$563,530	\$604,795	\$647,425
OTHER ORDINARY MAINTENANCE	\$13,470	\$19,190	\$20,435
TRAVEL & TRAINING	\$2,080	\$2,650	\$5,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$579,080	\$626,635	\$673,010
FULL-TIME BUDGETED EMPLOYEES	5	5	5

COMMUNITY SAFETY

DEPARTMENT OVERVIEW

The Community Safety Department (CSD) is a newly established department that coordinates community driven solutions to enhance safety and wellness in the community by providing key services and programs targeted at the most marginalized populations.



Based on identified needs in the community for an alternate non-police response to non-violent and behavioral crisis calls and reducing or preventing violence in the community, the Department’s mission is to support the community through a trauma-informed framework and evidence-informed solutions. The Department is responsible for providing key community services and coordinating programs targeted at the most marginalized populations, with a focus on behavioral health crisis response and violence prevention and intervention, as well as overall wellness. These evidence-informed initiatives will be rooted in harm reduction and trauma-informed principles grounded in the belief that compassionate responses to traumatic events are critical for healing.

COMMUNITY SAFETY DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$0	\$2,874,570	\$3,036,620
TOTAL BUDGETED REVENUE	\$0	\$2,874,570	\$3,036,620
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$434,075	\$1,453,295
OTHER ORDINARY MAINTENANCE	\$0	\$926,200	\$1,540,325
TRAVEL & TRAINING	\$0	\$9,200	\$19,000
EXTRAORDINARY EXPENDITURES	\$0	\$74,000	\$24,000
TOTAL BUDGETED EXPENDITURES	\$0	\$1,443,475	\$3,036,620
FULL-TIME BUDGETED EMPLOYEES	0	6	10

COMMUNITY SAFETY - ADMINISTRATION

MISSION & SERVICES

The Community Safety Department (CSD) will provide crisis intervention services for non-violent and behavioral health crisis calls. This CSD will provide residents with a non-public safety response for these calls processed by dispatchers through the 9-1-1 center. These calls will be assessed and triaged via medical protocol and Department policy for dispatch of field teams, which will consist of Crisis Response Specialists and trained Mental Health Clinicians. The Field Teams will serve as primary responders to non-violent behavioral health crisis calls, employing their training and lived experiences to provide immediate support. CSD will collaborate with local community resources and other public safety organizations to provide a link between individuals in crisis and the support that they need.

The Department will support violence prevention and intervention programs that will enhance community collaboration with community safety organizations and programs, community violence



Community Safety Department administrative team

intervention, support residents and families that are at-risk, and support victims of crime. In addition, the Department will collaborate with residents and those seeking resources and services with the goals of building trust in the community, providing wrap-around services to victims of violence and providing resources for young adults.

The initial components of violence prevention and intervention efforts will be based on evidence-informed programs across the country. Efforts to identify potentially violent events along with intervention opportunities with community members will foster greater trust in the community to prevent violence and support all residents. Programs will be aimed at preventing neighborhood violence through relationship building and conflict mediation. The Department will provide continuous collaboration and partnerships in analyzing data to ensure implementation of the community vision and identify changes in violence that occurs.

CSD will collaborate with community stakeholders to develop additional programs and services through community engagement, focus groups, analyzing data, and establishing an advisory board to identify additional service gaps and work to remediate those gaps in services for those most marginalized in the community. The coordination of these services will include collaborating and building partnerships with community safety agencies and programs, non-profit agencies, and other community partners to provide additional support for these initiatives. These services may include providing mutual aid services, community-based skill building and training, providing aftercare and proactive community cohesion as a resource to community members associated with violence or behavioral crisis. In addition, the Department will seek to partner with community agencies to provide support for programs, specifically for young men of color, including wrap-around and aftercare services.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Reduce the number of responses to non-violent crisis calls by other public safety agencies.**

-  2. **Improve service to the community by diverting non-violent and behavioral crises towards longer-term support services by enhancing collaboration between the community served, community partners, and public safety agencies.**




3. Engage with the community to build trust, strengthen support networks, and foster the provision of new services in the community.



4. Support community partners, public safety employees, and the public through training.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Percentage of calls handled by the Cambridge Alternative Response Program compared to total calls received by the 9-1-1 center	n/a	n/a	7%
1	Percentage of total calls handled by telehealth requiring no on-scene response	n/a	n/a	5%
1	Percentage of calls from other public safety agencies where Cambridge Alternative Response is requested	n/a	n/a	25%
1	Percentage of calls initiated by Cambridge Alternative Response Program	n/a	n/a	15%
2	Percentage of calls where the Cambridge Alternative Response Program is requested by other first responders already on-scene	n/a	n/a	7%
2	Percentage of direct referrals to community follow-up resources and community partners	n/a	n/a	10%
2	Percentage of direct referrals to behavioral health support services	n/a	n/a	7%
2	Percentage of referrals to substance use disorder support services	n/a	n/a	7%
2	Percentage of direct referrals to homelessness support services	n/a	n/a	7%
3	Percentage of calls where the Cambridge Alternative Response Program was directly requested by the caller	n/a	n/a	7%
3	Number of mutual aid events hosted or participated in	n/a	n/a	15
3	Number of community outreach events hosted or participated in	n/a	n/a	20
3	Number of complaints per year as a percent of total calls responded to by the Cambridge Alternative Response Program	n/a	n/a	3%
4	Average number of training hours annually per Cambridge Alternative Response program employee	n/a	n/a	50
4	Number of community and/or first responder training events hosted or participated in	n/a	n/a	15

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$434,075	\$1,453,295
OTHER ORDINARY MAINTENANCE	\$0	\$926,200	\$1,540,325
TRAVEL & TRAINING	\$0	\$9,200	\$19,000
EXTRAORDINARY EXPENDITURES	\$0	\$74,000	\$24,000
TOTAL BUDGETED EXPENDITURES	\$0	\$1,443,475	\$3,036,620
FULL-TIME BUDGETED EMPLOYEES	0	6	10

EMERGENCY COMMUNICATIONS

DEPARTMENT OVERVIEW

The Emergency Communications Department (ECD) serves as the communications and technological link between Fire, Police, Emergency Medical Services (EMS), and mental health support resources for those who live, work, study, and visit the City of Cambridge. ECD is the access point and vital link between citizens and public safety services, offering high quality, citizen-centered care and the rapid dispatch of public safety and community resources to those who require assistance. The ECD provides excellence in communication and information technology services needed to preserve life, conserve property, and build-long term relationships with the public. The ECD team is considered the “first, first responder” in the community and is proud to support public safety and community initiatives to enhance services to those who request them.



A team of Emergency Telecommunications Dispatchers (ETDs) operates out of the Emergency Communications Center (ECC). This team of highly skilled professionals handle all 9-1-1 calls, text-to-9-1-1 messages, after-hours police “tip” messages, and routine calls for police, fire, emergency medical, mental health, and community services and general information. In addition to processing calls and requests for service, ETDs dispatch, support, and coordinate Police, Fire, and EMS responses and resources, triage medical and mental health emergencies and route the most appropriate care based upon nationally recognized protocols, provide life-saving instructions to citizens as they await the arrival of emergency services, and manage all communications (i.e., radio, telephone, SMS/text, etc.) with public safety and other community departments. For example, ECC staff coordinates the response to several types of incidents, including but not limited to, crimes in progress, traffic/motor vehicle related incidents, structure fires, hazardous materials emergencies, administrative judicial activities (e.g., summons and court documents), public assistance requests, medical emergencies, and mental health crises.

The Public Safety Information Technology (PSIT) team is tasked with managing and maintaining all systems utilized by Cambridge Public Safety Agencies and the radio infrastructure utilized by all departments across the City. This centralized support effectively streamlines workflow for communications, system security, service delivery, and project management for all technologies used by public safety agencies. The PSIT team supports over 700 users in all their technological needs as well as 16 sites with additional remote radio sites.

ECD is consistently on the forefront of industry best practices and proactively supporting various initiatives throughout the City that extend beyond the daily call of duty. The ECD also participates in various community initiatives, such as supporting community shelters, senior outreach, public education, vaccine clinics, large-scale drills and exercises, etc., and community events (e.g., Port Pride, Cambridge Carnival, the Cambridge Half Marathon, among several others). Additionally, the department provides information technology and communications support for public safety and other community departments at these events and during significant incidents. As best practices continue to evolve, the ECD is on the forefront of providing emergency medical dispatch systems, partnering with local hospitals and emergency physicians, to provide the best in telephone medical and mental health assessment and referral to community-based agencies as appropriate. PSIT continues to work with departments to provide uninterrupted services, including software applications, wireless and radio communications, network support, and other critical components of public safety infrastructure.

EMERGENCY COMMUNICATIONS DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$9,212,770	\$9,956,745	\$10,346,540
TOTAL BUDGETED REVENUE	\$9,212,770	\$9,956,745	\$10,346,540
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$8,002,090	\$8,254,105	\$9,346,750
OTHER ORDINARY MAINTENANCE	\$556,805	\$870,640	\$903,340
TRAVEL & TRAINING	\$42,050	\$51,350	\$70,850
EXTRAORDINARY EXPENDITURES	\$9,495	\$25,600	\$25,600
TOTAL BUDGETED EXPENDITURES	\$8,610,440	\$9,201,695	\$10,346,540
FULL-TIME BUDGETED EMPLOYEES	55	58	58

EMERGENCY COMMUNICATIONS - COMMUNICATIONS CENTER

MISSION & SERVICES

The Emergency Communications Center is a combined police, fire, EMS, and mental health communications center, processing an average of 152 emergency calls and approximately 350 non-emergency calls per day, totaling approximately 181,000 calls and 123,000 calls for service per year. The ECC is the vital link between the public, public safety and community services, serving as the “first, first responder.” Emergency Telecommunications Dispatchers (ETDs) daily provide life-saving instructions, communications support for first responders, and coordinate responses to incidents ranging from parking complaints to crimes in progress, medical emergencies to pandemic mitigation efforts, and traffic accidents to structure fires.

The ECC is a trendsetting department throughout the Commonwealth, offering services in compliance with industry standards and best practices while simultaneously keeping respect and compassion for citizens at the forefront. The ECC, in partnership with national, state, and local organizations and agencies, is updating its emergency medical call processing procedures to include enhanced care for those experiencing a need for mental health support. A licensed social worker, housed in the ECC, will provide clinical support to callers and connect them to valuable community resources. Callers also can, as appropriate, be transferred to a behavior health helpline for more personalized care, ensuring the most suitable resources are provided to those who need them.

The ECC administration is committed to continuously evaluating and ensuring that the department delivers services in accordance with best practices. To that aim, the ECC continues to enhance the quality of training for its staff, including education on critical topics, such as diversity, equity, and inclusion, stress management and reduction techniques, emergency medical dispatch, effective communication strategies, among others. The Department is also committed to investing in new technology to facilitate and enhance the delivery of emergency response services.

ECC is a pioneer in its industry and serves as a resource to other communications centers and public safety entities. ECC staff remain dedicated to maintaining high standards of excellence and professionalism.



Emergency Telecommunications Dispatcher (ETD) managing emergency services in the Emergency Communications Center (ECC).

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Efficiently process calls and dispatch emergency responder units.
- 
 2. Improve the skills and performance of Emergency Telecommunications Dispatchers (ETD).
- 
 3. Improve service to the community by taking Teleserve reports over the telephone. Due to COVID-19, the Police Department is providing additional resources to facilitate increased reporting over the phone and to enhance safety protocols for residents and employees.
- 
 4. Increase the use of technology in the daily operations of the ECC to notify and prepare the community as well as aid first responders.
- 
 5. Promote diversity and inclusion within the Department and throughout the City through policy development, recruitment, and community outreach.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Percent of 9-1-1 calls answered within 20 seconds	99.29%	99.99%	100%
1	Average number of training hours per telecommunicator	35	42	45
1	9-1-1 call abandonment rate	10%	8%	5%
2	Percent of calls processed in compliance with standards	87%	90%	90%
3	Number of Teleserve reports taken over the phone	1,559	1,800	1,800
4	Number of notifications to the public regarding public safety incidents	2,672	2,800	3,000
5	Number of employee and peer-support network engagement activities	17	32	40
5	Number of initiatives to increase cultural competence within the Department and community engagement and outreach activities	12	10	15

COMMUNICATIONS CENTER DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$5,995,835	\$5,945,540	\$6,663,480
OTHER ORDINARY MAINTENANCE	\$236,910	\$200,140	\$158,710
TRAVEL & TRAINING	\$42,050	\$15,850	\$30,850
EXTRAORDINARY EXPENDITURES	\$2,025	\$4,000	\$4,000
TOTAL BUDGETED EXPENDITURES	\$6,276,820	\$6,165,530	\$6,857,040
FULL-TIME BUDGETED EMPLOYEES	42	43	43

EMERGENCY COMMUNICATIONS - PUBLIC SAFETY IT

MISSION & SERVICES

The Public Safety Information Technology (PSIT) team consists of highly skilled IT professionals who provide specialized technical services for the Emergency Communications, Fire, and Police Departments. The PSIT team provides systems, data, and application support including data center management, server, network, and radio infrastructure maintenance as well as all desktop, cyber, and physical security support. The PSIT Help Desk is staffed and provides technical services 24 hours a day, 7 days a week, 365 days a year to approximately 700 users in over 16 locations throughout the city, as well as several other remote radio sites. The team services approximately 120 support tickets per week, while managing and coordinating all maintenance and upgrade work for critical and routine operational systems.



Public safety radios that are connected to sites across the City, as well as with the state for interoperable communications with partners

The PSIT team is responsible for the management and implementation of all IT projects for Cambridge Public Safety Departments and continuously monitors and researches innovative technology trends to assist in providing the best service to users and the community. They work closely with the City's IT Department on cyber and physical security for public safety systems and buildings.

The team continues to support Police, Fire, and ECD to assist departments in improving business processes through utilization of technology, during significant incidents as well as field operation support. As a learning organization, PSIT continues to support CRLS in providing opportunities for internships for those students interested in pursuing information technology. Additionally, PSIT supports telework and has offered enhanced remote user support because of increased off-site employee responsibilities during significant incidents and due to the changing workforce policies.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Effectively manage the delivery of public safety technology services.
-  2. Increase efficiency of PSIT systems and applications.

-  3. Provide high quality customer service to public safety users.
-  4. Guide technology decision-making to ensure consistency with public safety business and City-wide strategic plan.
-  5. Ensure a skilled, responsive, and innovative workforce that keeps current with evolving mission- and department-critical technologies in public safety.
-  6. Improve public safety technology services through professional development of PSIT personnel.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Percent of time the Data Center is up and available	99.999%	99.99%	99.999%
1	Percent of time email is up and available	99.999%	99.99%	99.999%
1	Percent of time network services are up and available	99.999%	99.99%	99.999%
1	Percent of time the radio network is up and available	99.999%	99.99%	99.999%
2	Number of innovative or customer-focused technology projects completed	27	40	35
2	Total number of service tickets from users completed per year	3,871	4,200	4,000
4	Percent of completed projects meeting identified City-wide goals and PSIT standards	100%	100%	100%
5	Number of system and application upgrades implemented to increase technological capacity	9	25	30
5	Number of public safety technology safety awareness campaigns for users	3	40	40
6	Percent of completed annual training plans for Department staff	20%	50%	100%
6	Average number of training hours attended per PSIT staff	12	20	25

PUBLIC SAFETY IT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,006,255	\$2,308,565	\$2,683,270
OTHER ORDINARY MAINTENANCE	\$319,895	\$670,500	\$744,630
TRAVEL & TRAINING	\$0	\$35,500	\$40,000
EXTRAORDINARY EXPENDITURES	\$7,470	\$21,600	\$21,600
TOTAL BUDGETED EXPENDITURES	\$2,333,620	\$3,036,165	\$3,489,500
FULL-TIME BUDGETED EMPLOYEES	13	15	15

FIRE

DEPARTMENT OVERVIEW

The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; to provide defense against terrorist attacks; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

The Cambridge Fire Department was established by an act of the state legislature on March 17, 1832, with a suppression force of six engines and one ladder truck. The Cambridge Fire Department of 1832 fought fires and performed rescues. Today, the Department is a professional organization with a Class 1 rating. In addition to fire protection, CFD provides paramedic emergency medical service; heavy rescue service; water and ice rescue; confined space, structural collapse, trench, and high-angle rescue; hazardous materials protection; and protection to the environment. In the complexity of today's world, the Cambridge Fire Department has taken on the added responsibility to protect residents against terrorist attacks. To fulfill all these responsibilities effectively, efficiently, and safely, the members of the Cambridge Fire Department continually train, develop skills, and prepare for aggressive action when needed to protect the city. In recent years, working with the Cambridge Department of Public Health, Cambridge Firefighter EMTs & paramedics have been in the forefront of the City of Cambridge's COVID-19 testing and vaccination program.

The Cambridge Fire Department is charged with protection of one of the most densely-populated cities in the country, with approximately 120,000 residents living in a 6.4 square mile area. Infrastructure includes more than four miles of subway, including one of the deepest subway tubes in North America; more than six miles of waterfront; numerous high rise buildings; expansive university, industrial, and mercantile buildings; laboratories and research facilities; and extensive areas of closely grouped, multi-story, wood-frame multiple dwellings and apartment buildings.

The Cambridge Fire Department is staffed by 285 sworn members and six civilian members. The city is protected by eight engine companies, four ladder companies, one heavy rescue company, two squads and two division chiefs. All Fire Department units are staffed with EMTs (emergency medical technicians) and medical first responders. Five of these fire units are Advanced Life Support staffed by Paramedics.

The Department is a member of Metrofire, the Boston area fire mutual aid network. 36 cities and towns, as well as Massport, participate in Metrofire, providing mutual support as needed to control major as well as routine emergencies throughout the metropolitan area.

In 2022, Cambridge fire companies responded to 16,494 Emergency Incidents which generated 35,659 responses by individual fire companies. This included 59 building fires, 877 inside fires, 999 fires of all categories, 7,892 emergency medical calls, 199 elevator rescues, and much more.



FIRE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$1,257,090	\$1,249,000	\$1,176,540
FINES & FORFEITS	\$0	\$3,000	\$3,000
LICENSES AND PERMITS	\$182,625	\$170,000	\$140,000
MISCELLANEOUS REVENUE	\$12,000	\$12,000	\$12,000
TAXES	\$57,828,390	\$62,296,605	\$69,130,180
TOTAL BUDGETED REVENUE	\$59,280,105	\$63,730,605	\$70,461,720
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$57,492,515	\$61,202,800	\$67,565,700
OTHER ORDINARY MAINTENANCE	\$1,798,335	\$2,074,520	\$2,074,520
TRAVEL & TRAINING	\$607,230	\$626,500	\$626,500
EXTRAORDINARY EXPENDITURES	\$144,915	\$145,000	\$195,000
TOTAL BUDGETED EXPENDITURES	\$60,042,995	\$64,048,820	\$70,461,720
FULL-TIME BUDGETED EMPLOYEES	285	294	300

FIRE - HEADQUARTERS & FIRE STATIONS

MISSION & SERVICES

The Cambridge Fire Department is charged with protecting one of the most densely-populated cities in the country. Cambridge has eight fire stations strategically located throughout the city that house eight engines, four ladder trucks, two paramedic squads, and one rescue unit, as well as numerous specialty vehicles, apparatus, division chiefs and equipment. The Department currently has five units that deliver Advanced Life Support (Paramedic) services to the residents and visitors of Cambridge.

The CFD Operating Budget is divided among the eight stations:

- Headquarters (491 Broadway): \$29,316,555
- East Cambridge: \$8,496,300
- Inman Square: \$3,681,870
- Lafayette Square: \$8,965,205
- Lexington Avenue: \$3,466,025
- Porter Square: \$5,677,425
- River Street: \$3,700,065
- Taylor Square/Sherman Street: \$7,158,275

CFD will continue to work closely with Department Public Works (DPW) staff to make improvements to the eight firehouses. Significant renovations are almost complete to Engine 6 at 176 River Street; Engine 9 at 167 Lexington Avenue was completed in June 2022.



Engine 9's quarters on Lexington Ave.

In an ongoing effort to provide a safe and comfortable work environment for the members of the Department, design work is underway for apparatus concrete floor slab replacement in the Lafayette Square Station and Porter Square Station. Repairs have been made to the floor slab in the Inman Square Station.

A comprehensive renovation of Headquarters is expected to begin in late 2023 and is projected to take two to three years. Headquarters companies will be relocated to a nearby temporary facility for the duration of the renovation.

HEADQUARTERS & FIRE STATIONS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$57,492,515	\$61,202,800	\$67,565,700
OTHER ORDINARY MAINTENANCE	\$1,798,335	\$2,074,520	\$2,074,520
TRAVEL & TRAINING	\$607,230	\$626,500	\$626,500
EXTRAORDINARY EXPENDITURES	\$144,915	\$145,000	\$195,000
TOTAL BUDGETED EXPENDITURES	\$60,042,995	\$64,048,820	\$70,461,720
FULL-TIME BUDGETED EMPLOYEES	285	294	300

FIRE - EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

MISSION & SERVICES

The EPAC Office continues to support the residents of Cambridge through ongoing mitigation, preparation, response, and recovery planning efforts coordinated with local, state, and federal agencies.

During the heat waves in the summer of 2022, EPAC assisted with the opening of a cooling center located at the War Memorial Recreation Center to offer residents relief from the heat. The EPAC Office responded to several emergency scenes to assist displaced occupants with coordinating services from the American Red Cross and other City departments.

EPAC coordinated with state agencies on grant resources to acquire equipment to improve training and physical fitness initiatives within the Department. EPAC also continues to foster strong partnerships with internal and external stakeholders through the Special Event Committee, which helps with planning for large events within the city, such as the Head of the Charles Regatta.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct hazmat awareness and operational training for all City personnel who work in supportive capacities during hazmat incidents. Conduct annual hazmat exercise at the Emergency Operations Center.
-  2. Conduct fire safety programs for schools, industry, the elderly, and as requested.
-  3. Continue planning for disaster-related needs of special needs facilities by arranging site visits by Emergency Management staff to schools, daycare centers, health care facilities, and other special needs facilities in Cambridge.
-  4. Continue working with City departments and governmental and non-governmental agencies for post disaster-related needs.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of personnel trained	70	80	80
1	Number of hazmat exercises held	10	10	10
3	Number of site visits	5	5	5

FIRE - FIRE PREVENTION

MISSION & SERVICES

The Bureau of Fire Prevention has a primary objective to safeguard the lives, welfare, and economy of the community. This is accomplished by ensuring compliance and enforcement of the laws, regulations, and codes pertaining to Fire Prevention. Major functions of the Bureau include reviewing building plans for all life safety systems and inspecting/testing fire alarm, sprinkler, and suppression systems (including any alterations, modifications, or repairs made to existing systems). The Bureau of Fire Prevention reports directly to the Assistant Chief of the Department and is staffed with one Deputy Chief, two Fire Captains, one Fire Lieutenant, and three Firefighters.

The Bureau administers the inspection program for public and private schools, hospitals, hotels, clinics, daycares, theaters, and nursing homes. It also administers and supervises the smoke detector/carbon monoxide inspection program upon the sale of property and coordinates the fire detail program during construction projects and other special cases. Inspectors perform state-mandated inspections of fuel storage tanks, along with issuing and supervising the inspection of flammable storage permits. Restaurants/Nightclubs are inspected in conjunction with the City's License Commission.

Public education is one of the core missions of the Cambridge Fire Department. The Bureau educates the public on ways to protect life and property. The Bureau operates the Student Awareness for Fire Education Program to educate elementary school students on fire safety and the Senior SAFE Program to address unique risks facing older adults.

The Bureau also contains the Fire Investigation Unit, which is mandated by state law to investigate the origin and cause of every fire in the city. This is accomplished by evidence collection, scene reconstruction, and data analysis. Members of the Unit work closely with both local and state law enforcement agencies, as well as the District Attorney's Office, when the cause of a fire is determined to be incendiary.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Perform fire prevention inspections in all neighborhoods of the city.
2. Conduct Fire Protection Plan reviews and assessments.



A member of Fire Prevention testing a fire alarm system

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of state-mandated inspections of facilities, including hospitals, schools, nursing homes, and theaters	1,175	1,185	1,190
1	Complaint investigations	105	110	120
1	Residential smoke detector compliance inspections	875	1,000	1,100
1	Number of fire alarm permits issued	500	525	550
2	Inspections of major projects and developments	55	60	65
2	Inspections of renovation and improvement projects	650	675	680

FIRE - FIRE SUPPRESSION



Firefighters aggressively attacking a four-alarm fire

MISSION & SERVICES

The Fire Suppression Division provides first-line defense against fires, including the protection of life, property, and the environment. Despite the challenges of working around COVID-19, the Division continues to serve by maintaining a constant state of readiness to respond to all hazards presented. CFD strives to deliver the best service to customers through well trained, dedicated members who believe in a commitment to the community.

The duties of firefighters in the 21st century have expanded to include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, and mitigation of incidents involving hazmat releases. Fire personnel are also called upon to rescue people trapped in or by collapsed buildings, elevators, machinery, motor vehicles, or ice and water accidents. As part of the MetroFire Mutual Aid Network, Cambridge Fire Companies regularly respond to surrounding communities to assist when needed.

Firefighters continually participate in an aggressive regimen of training in all facets of their job. Suppression Division members also perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections.

During winter months, local fire companies clear snow and ice from hydrants in their respective neighborhoods.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Deploy fire suppression resources to contain and extinguish fires, minimizing injuries and property loss consistent with ISO standards. Continue to achieve a four-minute response time for the first arriving CFD unit 95% of the time, and an eight-minute response time for the entire first alarm assignment 90% of the time.

FIRE - TECHNICAL SERVICES

MISSION & SERVICES

The Technical Services Division (TSD) is responsible for the purchase and maintenance of all equipment required to provide emergency services to the city and its residents. TSD supplies eight fire stations and is responsible for the upkeep of these buildings. TSD coordinates with contractors and other City agencies on all repairs and renovations to all fire stations. TSD also maintains and calibrates the sophisticated sampling devices and meters used to detect hazardous gasses like carbon monoxide and natural gas, to hazardous substances and products and chemicals found in labs and industry.

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

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

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Maintain equipment and vehicles to ensure safe and dependable performance.



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

FIRE - TRAINING DIVISION

MISSION & SERVICES

The Cambridge Fire Department's training function is divided into three separate divisions: the Fire Training Division, focusing on fire-related training; the Special Operations and Safety (SOPS) Training Division, focusing on firefighter safety and health, hazardous material, technical rescue training for the Marine Unit, and Dive Rescue; and the Emergency Medical Services (EMS) Training Division, focusing on medical training.



Cambridge Fire Academy Recruit Class 2022-01

The Fire Training Division provides fire-related training for all members of the fire department. This training includes firefighter strategy, tactics, and communications; building construction; fire behavior;

firefighter personal protective equipment; portable fire extinguishers; ropes, webbing, and knots; structural search; victim removal and firefighter survival; forcible entry; ground ladders; tactical ventilation; water supply; fire hose operation; fire streams; fire control; loss control; preservation of the fire scene for fire investigators; fire protection systems; fire and life safety initiatives; and officer training.

CFD EMS Division continues to provide EMS leadership, long term planning, and the development of the EMS system in Cambridge. The EMS Division worked closely with field units providing clinical oversight in the field. The EMS Division continues to oversee state licensing, state inspections and certifications and coordinated infection control procedures working closely with the Public Health Department and local hospitals. EMS Division staff lead the tactical medic program that works closely with the Cambridge Police Department. The EMS Division also maintained EMS detail equipment for public events and staffs up to 40 events throughout the year with EMTs and Paramedics.

CFD remains committed to continuous quality improvement, reviewing the report after every dispatch and evaluating the appropriateness and timely delivery of care. The department investigates complaints, solicits feedback from field providers for system improvements and works closely with the medical control physician to be at the cutting edge of Emergency Medical Services. Through this model of continuous quality improvement, the Cambridge Fire Department EMS system utilizes innovative and unique equipment, quality training, and strict oversight. The EMS Division also coordinates the majority of first responder, EMT, and paramedic training. The 134 EMT's are provided with the required 40 hours for state recertification, as well as basic life support, protocol updates, and system specific classes. CFD used several simulation labs to provide realistic, lifelike scenario-based training. Members are trained continuously on Rescue Task Force procedures and procedures for mass casualty incidents and infection control techniques. Drills were conducted on a regular basis to keep members prepared for these unforeseen events.

Special Operations includes Hazmat Operations, Technical Rescue, Marine Unit, and Dive Rescue Team. Special Operations provides administrative support to these units ensuring ongoing training and certification. Members responsible for hazmat receive training in new detection technology and refresher training on hazmat equipment. Technical Rescue training covers all technical rescue capabilities and includes training with regional departments in Confined Space Rescue, High Angle Rescue, and Structural Collapse. The Marine Unit, which is comprised of four vessels, conducts regular training with regional partners and provides support for large special events on and around the Charles River. The Dive Rescue Team's primary mission is to provide subsurface rescue and recovery for the city and regional departments. The Dive Rescue Team conducts monthly training to ensure continued certification of its members. Several members of the Cambridge Fire Department are also certified in Surface Water Rescue and serve as a regional response asset within the metro Boston area.

FY24 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Cumulative number of training hours	53,100	62,770	62,780
1	Number of training hours per uniformed personnel	230	230	230
1	Number of training bulletins issued	32	52	52
1	Hours of received instruction at Cambridge Fire Recruit Academy	n/a	9,680	9,680

INSPECTIONAL SERVICES

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.

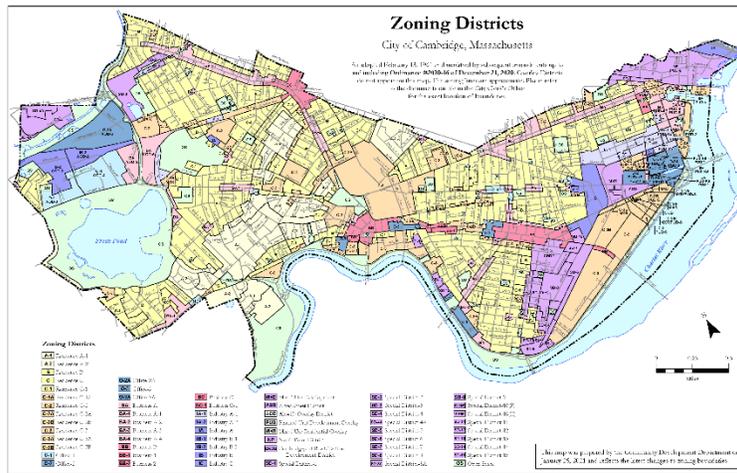
ISD continues to work as part of the City's Rodent Task Force to help coordinate a citywide approach to rodent control, with a specific focus on neighborhoods impacted by high rodent activity, to educate residents about mitigation measures and to cite when violations are found. In FY22, ISD began contracting 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.

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

INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL



Map of base zoning districts

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.

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.

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

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

INSPECTIONAL SERVICES - INSPECTION & ENFORCEMENT

MISSION & SERVICES

The Inspection & Enforcement Division performs inspections related to building, electrical, plumbing, gas, sheet metal, mechanical, food establishments, housing, short-term rentals, and other permits. The Department maintains daily open counter hours to answer questions and address concerns by the public. In addition, ISD provides the following services: response to emergency inspection calls 24 hours per day through the City’s emergency communications center (911); responses to SeeClickFix service requests in areas under its purview within 48 hours; GIS mapping of complaint locations; participation in the task force for alcohol establishment inspections; and sanitary inspection of City festivals to monitor food hygiene.

Building, Electrical, and Plumbing Inspectors enforce the State Building Codes, as well as respond to emergencies and complaints. Sanitary Inspectors enforce the State Sanitary Code at businesses and events. Housing Inspectors inspect residential rental properties for violations and complaints. ISD conducts team inspections of neighborhoods with high rodent activity and has increased inspections of dumpsters. The Department requires ongoing extermination efforts at properties undergoing substantial renovation or new construction.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.**
-  2. **Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with state requirements and by improving community access to inspection reports.**
-  3. **Process and respond to resident housing conditions and related complaints in a timely and professional manner.**
4. **Conduct targeted, proactive inspections in collaboration with the City's rodent control efforts.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of compliance inspections (building permits)	7,200	7,325	7,000
2	Number of compliance inspections and re-inspections	2,150	2,150	2,150
3	Number of inspections (housing complaints)	5,130	5,211	5,000
3	Number of licensed dumpster inspections completed	858	900	900

INSPECTION & ENFORCEMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,740,095	\$4,239,880	\$4,511,515
OTHER ORDINARY MAINTENANCE	\$96,780	\$116,850	\$452,600
TRAVEL & TRAINING	\$7,690	\$60,200	\$17,170
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,844,565	\$4,416,930	\$4,981,285
FULL-TIME BUDGETED EMPLOYEES	27	28	30

INSPECTIONAL SERVICES - WEIGHTS & MEASURES

MISSION & SERVICES

The Weights and Measures Division is charged with ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Division enforces all laws, ordinances, and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These devices include taxi meters and new taxi applications, retail motor fuel dispensers, as well as hospital, health clinic, pharmacy, and retail store scales.

The Division also inspects prepackaged food and merchandise for compliance with weight, measure, and labeling requirements, and investigates complaints of inaccurate weight, measure, or count. The Division uses the National Institute of Standards and Technology's Handbook 44 in its testing of weighing and measuring devices.

Weights and Measures staff respond to and investigate public complaints about inaccurate scales. Duties within the Division have been distributed among Department staff, which has had a positive impact on businesses affected.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.**
2. **Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.**
3. **Continue inspection of taxi meters; one inspection per meter per year is required.**
4. **Regularly test gasoline pump meters and vehicle oil tanks.**
5. **Perform spot inspections of scanner systems.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested	640	710	710
3	Required taxi meter inspections performed	118	118	118

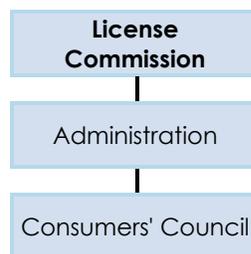
WEIGHTS & MEASURES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$800	\$3,875	\$3,860
TRAVEL & TRAINING	\$0	\$1,550	\$1,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$800	\$5,425	\$4,860
FULL-TIME BUDGETED EMPLOYEES	0	0	0

LICENSE COMMISSION

DEPARTMENT OVERVIEW

The Board of License Commissioners is responsible for ensuring public safety and service to the public by licensing and regulating sale and service of alcohol; restaurants; entertainment; taxicabs; livery services; hawker/peddlers; lodging houses; dormitories; hotels; garages; open air parking lots; flammable storage facilities; and other businesses. The Commission also enforces the Noise Control Ordinance in conjunction with the Police and Inspectional Services Departments.



The three-member Board was created under the Special Acts of 1922 and has been actively protecting Cambridge residents and visitors for more than 100 years. Its unique structure includes the heads of both the Police and Fire Departments as voting members, providing the Board with swift access to reports from first responders about unsafe conditions and giving the Board the benefit of three Commissioners with extensive experience in public safety matters. The Board meets monthly to review applications, policies, rules and regulations, disciplinary matters, and requests related to licensed premises.

License Commission staff process applications and renewals for annual licenses, special one-day licenses, hackney licenses, and special noise variances, as well as handle policy, disciplinary matters, and violations for the Board. Staff also answer questions and assist the public, applicants, and licensees.

Civil Investigators conduct investigations of all complaints relative to the matters enforced or regulated by the Board. The Hackney Officer works with the taxi industry and the public to ensure safety for those who travel in Cambridge-licensed taxicabs and livery, and partners with departmental staff investigating liquor establishments. Staff also provide administrative support for the Pole and Conduit Commission, which regulates the installation and maintenance of electrical poles and underground conduits and small cell installations in Cambridge.

The Consumers' Council, in conjunction with the Attorney General's Office, aids community members and those of surrounding communities who are in dispute with local businesses, frequently providing a resolution without the need to go to small claims court.

LICENSE COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$29,415	\$33,000	\$33,000
FINES & FORFEITS	\$9,600	\$12,000	\$12,000
INTERGOVERNMENTAL REVENUE	\$65,000	\$65,000	\$65,000
LICENSES AND PERMITS	\$1,687,515	\$2,485,620	\$2,496,760
TAXES	(\$252,895)	(\$51,460)	(\$900,575)
TOTAL BUDGETED REVENUE	\$1,538,635	\$2,544,160	\$1,706,185
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,259,380	\$1,327,360	\$1,654,145
OTHER ORDINARY MAINTENANCE	\$17,885	\$23,230	\$44,520
TRAVEL & TRAINING	\$910	\$910	\$7,520
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,278,175	\$1,351,500	\$1,706,185
FULL-TIME BUDGETED EMPLOYEES	11	11	11

LICENSE COMMISSION - ADMINISTRATION

MISSION & SERVICES

The mission of the Board is to regulate businesses or activities to ensure they do not adversely impact public safety, while also providing support for local businesses to promote their success. In 2022, the License Commission worked with all its licensees to transition into a post-pandemic state of being. For instance, all businesses that were operating an outdoor area due to a temporary extension of the licensed premises were assisted to have the outdoor area permanently licensed. This was a long, multi-department, and multi-regulatory approval process. Thus, the Board implemented features to issue temporary permits while the businesses obtained full approvals. This allowed business to continue offering the outdoor service while final approvals were received and the outdoor areas became permanently licensed. This process resulted in over 70 new outdoor seating areas.

The Hackney Division is charged with oversight of 257 licensed Cambridge taxicabs, as well as licensed livery vehicles in Cambridge and out-of-town taxicabs illegally picking up customers in the city. In consideration of the challenges faced by the hackney industry, the Board was the first in the state to fully adopt the allowance of soft meters, and license dispatch companies with e-hail/mobile applications such as Waave and Curb. Hackney renewal fees continue to be waived for current medallion and hackney driver license holders.

In an attempt to reduce noise complaints and violations in the city, the License Commission's Investigative Unit actively patrols Cambridge for violations of the Noise Control Ordinance. Close attention is paid to areas where there have been previous or current noise complaints, previous noise violations, or known construction. In addition, follow up is provided as to noise complaints filed with the Cambridge Police Department. The Unit also attends Department of Public Works' regular meetings with contractors to remind them of allowable construction hours and noise variances. Increased communication with various departments within the City, contractors, licensees and commercial leaf blower operators resulted in less observed/reported violations by permitted companies. The implementation of cease and desist letters, communications with unpermitted companies or persons, and notifications to property owners has continued to demonstrate a decrease in unpermitted companies; an increase in permitted companies; and an overall reduction in violations of the Leaf Blower Ordinance.

Through direct communications with the licensees, the Commission sends out notification of any new relevant laws, advisories or public safety notices and announcements. In addition, compliance checks are performed to ensure establishments are operating in accordance with the law and the conditions of their licenses and take proper measures to avoid alcohol sales to minors. Compliance checks are also used to educate businesses of proper practices.

The Pole and Conduit Commission implemented an online small cell-specific application as well as a Small Cell Policy. Due to changes in federal law surrounding small cells, the Commission continues to work on its policy and its implementation. The Commission also issued various advisories as to its common trench policy, proper application procedures and standards for applications seeking to install electric vehicle charging stations.

Both the Board and the Commission have noticed the benefit of hosting its meetings virtually; virtual meetings have provided more accessibility to the hearings and flexibility which increases participation. The Board and Commission will continue to have their meetings online, make improvements, and offer a more accessible forum to all.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Proactively inspect businesses to ensure compliance with any public safety order, state law, policy or municipal ordinance.
-  2. Proactively inspect businesses to ensure proper operation, including proper service and sale of alcohol.
-  3. Work with the Information Technology Department to update applications and permits in the ViewPoint permitting system based on updates of the law and feedback received from users.
-  4. Continue to work with the Inspectional Services and Fire Departments to streamline the renewal process for licensees and provide a faster and more efficient method of renewal.
-  5. Reduce noise complaints in Cambridge and ensure compliance with the Noise Control Ordinance.
-  6. Provide access to any educational materials, rules or regulations in various languages.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,062,210	\$1,077,325	\$1,386,345
OTHER ORDINARY MAINTENANCE	\$15,300	\$21,350	\$41,020
TRAVEL & TRAINING	\$910	\$910	\$6,020
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,078,420	\$1,099,585	\$1,433,385
FULL-TIME BUDGETED EMPLOYEES	9	9	9

LICENSE COMMISSION - CONSUMERS' COUNCIL

MISSION & SERVICES

The Consumers' Council works in cooperation with the state Attorney General's Office to investigate complaints and mediate individual disputes between consumers and businesses for residents from Cambridge, Somerville, Waltham, Arlington, Belmont, and Watertown.

The Council provides resources, support, and influence on consumer matters, including advice relating to fraud and scams. Council staff are watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Council serves as an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for local community members. To assist in the processing of complaints and education of residents, the Council employs interns throughout the year from area universities.

The Council is responsible for organizing the semiannual Shred Day event. The event attracts an average of 300 Cambridge residents, enabling them to shred information for free to avoid identity theft. The event is also used by the Council as an opportunity to educate residents on how to be a smart consumer.

FY24 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Citywide shred days for Cambridge residents and significant website additions	5	5	5
2	Number of joint events sponsored with other City departments, nonprofit organizations, and state agencies	7	8	8
2	Number of events hosted by national consumer agencies in which the Consumers' Council participated	6	8	8

CONSUMERS' COUNCIL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$197,170	\$250,035	\$267,800
OTHER ORDINARY MAINTENANCE	\$2,585	\$1,880	\$3,500
TRAVEL & TRAINING	\$0	\$0	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$199,755	\$251,915	\$272,800
FULL-TIME BUDGETED EMPLOYEES	2	2	2

POLICE

DEPARTMENT OVERVIEW

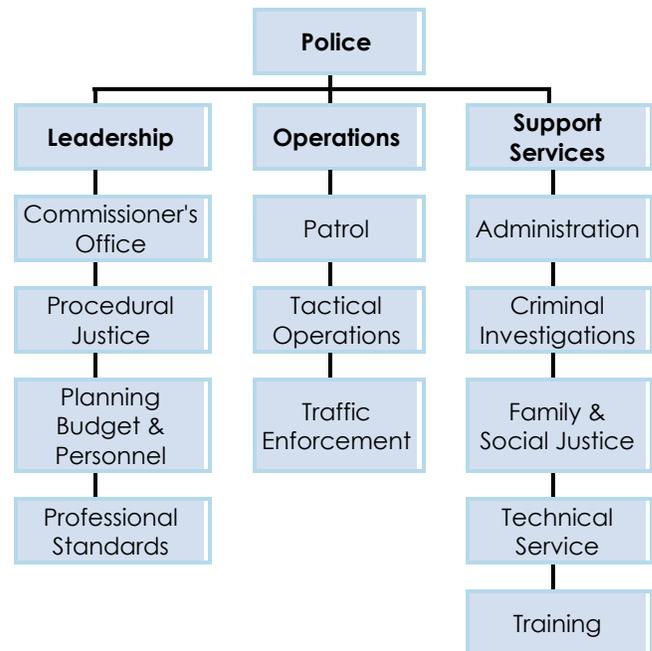
The Cambridge Police Department (CPD) is committed to being on the leading edge of police reform, procedural justice, and diversity, equity and inclusion. The Department is dedicated to providing Cambridge residents and visitors with the highest level of professional public safety services, while remaining focused on the health and well-being of the overall community through its dedicated, compassionate, and problem-solving employees.

Beyond its people, the strength of the organization lies in its collaborative-based approaches and methods of operation, which combines the effectiveness of community policing and problem-oriented policing. For the Cambridge Police, that strength and commitment has never wavered even during a challenging period for the Department and police profession as a whole.

The events that have unfolded over the last several years nationally and locally (including the tragic death of Sayed Faisal on January 4, 2023) have resulted in concerns and questions regarding police legitimacy. Despite this challenging period, what has not changed and will not change is the Department's unwavering commitment to Cambridge, a relentless focus on continued improvement, and desire to deliver the best services for everyone in the community. This is demonstrated in the Department's FY24 objectives and performance measures.

With a heightened focus on policing and reform, the Department continues to focus on enhancing trust and widespread legitimacy in the community by working closely with residents and local partners in a fair, impartial, transparent, and consistent manner. As part of this, the Cambridge Police have been proactively and voluntarily working to strengthen existing policies as well as identifying new ones through a multi-year Commission on Accreditation for Law Enforcement Agencies (CALEA) process. The goal is to complete that work in FY24. Achieving CALEA Accreditation is one of the many examples that reflects the Department's continued commitment to development and professional delivery of services through a lens of procedural justice. Additionally, the Department is focused on enhancing premier 21st century policing strategies by exploring and implementing new tools, technology, processes, and services that will help ensure increased transparency and safe outcomes. This work includes introspection into department data, community engagement with an emphasis on the most vulnerable and marginalized, implementing a body camera program, and identifying non-criminal pathways to best support those who are most vulnerable. The Department will also support the Community Safety Department and other organizations that offer alternative responses to the police to help ensure their success. Furthermore, the Department will remain committed to continued learning, improving, and progressing.

For a detailed explanation of CPD's core initiatives and the Department's commitment to the community, please visit CPD's website at www.cambridgema.gov/cpd.



POLICE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$1,497,620	\$1,458,855	\$1,487,355
FINES & FORFEITS	\$2,739,605	\$2,738,525	\$2,853,925
INTERGOVERNMENTAL REVENUE	\$856,605	\$856,605	\$856,605
LICENSES AND PERMITS	\$128,800	\$127,190	\$126,065
MISCELLANEOUS REVENUE	\$59,455	\$92,000	\$80,000
TAXES	\$63,224,180	\$68,022,290	\$72,963,490
TOTAL BUDGETED REVENUE	\$68,506,265	\$73,295,465	\$78,367,440
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$66,207,370	\$68,857,110	\$74,003,565
OTHER ORDINARY MAINTENANCE	\$2,627,300	\$3,092,040	\$3,240,875
TRAVEL & TRAINING	\$223,755	\$358,755	\$382,500
EXTRAORDINARY EXPENDITURES	\$373,780	\$725,500	\$740,500
TOTAL BUDGETED EXPENDITURES	\$69,432,205	\$73,033,405	\$78,367,440
FULL-TIME BUDGETED EMPLOYEES	330	334	334

POLICE - COMMISSIONER'S OFFICE

MISSION & SERVICES

The Office of the Commissioner is responsible for overseeing the day-to-day effective operation of the Department, implementing short and long-term strategic plans, and creating its vision for the future. Led by the Officer of the Commissioner, the Department is committed to working with community partners, residents, and other law enforcement agencies to exchange and receive information regarding problems, often in real time, to ensure neighborhood safety, integrity and wellness. As part of this effort, Commissioner Elow instituted a community advisory group in FY23 to work with her and the executive team on strategic priorities, timely issues, and opportunities for community input prior to delivery of programs and/or information.

In FY23, the Department engaged independent experts to conduct reviews of officer responses, policies and practices, training programs, and datasets. In FY24, the Department will make these reports including their analysis and recommendations available to the public.

The Department will also audit existing less-than-lethal devices and make recommendations for additional alternatives; plan to implement a body camera program in FY24 to enhance transparency; evaluate ways to enhance the Department and City's capacity for alternative responses to mental health crises; and identify new or enhanced prospective training opportunities that would support safe, effective crisis response services to residents with behavioral health challenges.



Commissioner Elow at “Creating Connections” community event.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Maintain continued progress with respect to police reform by implementing additional layers of oversight, new processes, tools and technology, and strengthening policies and procedures.


- 
 2. Improve trust and confidence in the Department, particularly with those whose confidence was impacted due to the fatal police officer shooting of Sayed Faisal on January 4, 2023 (the first such incident in more than 20 years) through outreach and continuing to build strong relationships with Cambridge residents, businesses, faith communities, and universities through outreach, collaborations, and open communication.
- 
 3. Enhance transparency and accountability by publishing a procedural justice dashboard in FY24 that will feature CPD's traffic stop, arrest, and summons data.

COMMISSIONER'S OFFICE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$618,255	\$601,560	\$561,545
OTHER ORDINARY MAINTENANCE	\$259,825	\$423,500	\$487,850
TRAVEL & TRAINING	\$162,010	\$289,000	\$312,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,040,090	\$1,314,060	\$1,361,895
FULL-TIME BUDGETED EMPLOYEES	3	3	2

POLICE - PROCEDURAL JUSTICE

MISSION & SERVICES

The Office of Procedural Justice focuses on proactively monitoring data relating to police-community interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents, as well as assessing the Department’s compliance with statutes, ordinances, and regulations aimed at mandating accountability. The Office helps demonstrate CPD's commitment to increasing transparency, accountability, and introspection.



Officers attending the Buddha Light Scouts Court of Honor at the Guanh Buddhist Temple

Procedural Justice is based on four central principles: treating people with dignity and respect; giving community members a voice during encounters; being neutral in decision making; and conveying trustworthy motives. Procedurally just policing is essential to the development of goodwill between police and communities.

The Office of Procedural Justice will provide the community the ability to see how the Department and its officers are interacting with the public through refined data collection methods and publicly accessible dashboards. Initial analysis and public reports of traffic stop data are scheduled to be released via a procedural justice dashboard. A preliminary dashboard based on existing CPD arrest, summons, and citation data has been developed. Through this dashboard, the community will be able to filter data and charts by race, ethnicity, neighborhood, month, and year, as far back as 2006. The Department has engaged with an independent agency to review its dashboard, data, and analysis methodologies as well to assist with a community engagement process.

Once up and running, the Body Worn Camera Unit will likely be housed in the Office of Procedural Justice.

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. Provide increased data transparency to the Cambridge community through enhanced accountability and introspection. Use metrics that are both informative and procedurally just.

PROCEDURAL JUSTICE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$226,955	\$280,935	\$477,995
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$226,955	\$280,935	\$477,995
FULL-TIME BUDGETED EMPLOYEES	2	2	2

POLICE - PLANNING, BUDGET & PERSONNEL

MISSION & SERVICES

The primary functions of the Office of Planning, Budget & Personnel are to support the Office of the Commissioner by maintaining sound hiring practices that promote diversity, equity, inclusion, and belonging. The Office is also responsible for preparing and monitoring the budget, providing strategies for project management of Department initiatives, and reinforcing the Department's system of accountability and transparency.

The Office continues to recruit Police Officer and Cadet candidates through various methods that are focused on recruiting young residents and enhancing the department's diversity, including community engagement, internships, work-study programs, and other agencies supporting employment. In addition, the Office works with the Professional Standards Unit to coordinate the process for hiring new Police Officers.



Cambridge Police Cadets at a game night with members of the community

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Refine a strategic plan that encompasses a mission and vision for the Department that is invested in working hand-in-hand with the community to solve problems, build public trust and legitimacy, increase transparency and accountability, and adopt procedural justice as the guiding principle for internal and external policies and practices.
- 
2. Continue to promote diversity, equity, and inclusion in the Department's recruitment efforts.
- 
3. Provide unique volunteer and employment programs designed specifically for young residents interested in a career in public safety.

PLANNING, BUDGET & PERSONNEL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$703,660	\$925,350	\$1,097,825
OTHER ORDINARY MAINTENANCE	\$55,415	\$89,420	\$79,550
TRAVEL & TRAINING	\$55,000	\$55,000	\$55,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$814,075	\$1,069,770	\$1,232,375
FULL-TIME BUDGETED EMPLOYEES	7	8	8

POLICE - PROFESSIONAL STANDARDS

MISSION & SERVICES

In support of CPD's mission to improve transparency, the Professional Standards Unit conducts audits and inspections; monitors compliance with Department policies, procedures, and City Ordinances, including the City's Surveillance Ordinance; and assesses the quality of services provided by CPD. The Unit also receives, processes, and investigates community complaints about Police Officer conduct and oversees staff investigations regarding other allegations of police misconduct. In order to maintain the public's trust and the Department's integrity, the Unit conducts immediate and objective investigations of all complaints. The City also has an independent Police Review and Advisory Board (PRAB) that investigates complaints, reviews policies, and makes recommendations to the Police Commissioner. The Professional Standards Unit is, in most cases, the investigative body for PRAB.



Officers and staff participating in a trauma-informed training

Another key function of the Professional Standards Unit involves facilitating proactive communication regarding Police Officer performance through mediation. An "Early Intervention System" is utilized to help identify officers who might benefit from additional training, retraining, and/or counseling and to identify any departmental policies in need of review. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City.

In FY22, the Department created an Accreditation Unit housed within the Professional Standards Unit. The purpose of the Accreditation Unit is to review and rewrite all the Department's policies and procedures, rules and regulations, and code of conduct through the lens of procedural justice. The Department expects to issue this policy manual in 2023. The Accreditation Unit is currently in the process of seeking accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), which is the gold standard for accreditation in public safety and demonstrates the Department's commitment to continued development and provision of professional public safety services. The Department's goal is to achieve CALEA accreditation by the spring of 2024.

The Professional Standards Unit is also tasked with providing disciplinary records for all sworn officers, certification applications for new officer hires, and re-certification documentation for current officers to the Massachusetts Peace Officer Standards and Training (POST) Commission. In 2022, the Professional Standards Unit completed its production of all departmental disciplinary records for all sworn officers to POST, submitted and obtained POST certification for all new officers, and submitted documentation for re-certification for all officers with last names ending A-H. In 2023, the Professional Standards Unit is tasked with submitting updated disciplinary records to POST for all sworn officers, certification applications for all Cambridge student officers in the Cambridge-Northeastern Police Academy, and re-certification documentation for all sworn officers with the last names ending I-P.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Continue to uphold the integrity of the Police Department through a thorough review of policies, processes, and incidents. Maintain transparency between CPD and the community.
- 
 2. Continue to enhance accountability in policing through implementation of new standards as established by the Massachusetts Peace Officer Standards and Training Commission.
- 
 3. Issue the Department's new policies and procedures, rules and regulations, and conduct and complete the CALEA accreditation process by spring of 2024.

PROFESSIONAL STANDARDS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,455,775	\$1,647,680	\$1,486,225
OTHER ORDINARY MAINTENANCE	\$6,200	\$8,000	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,461,975	\$1,655,680	\$1,494,225
FULL-TIME BUDGETED EMPLOYEES	4	7	6

POLICE - PATROL

MISSION & SERVICES

As CPD's primary and most visible staff resource, the Operations Division is responsible for prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity, and maintenance of peace in the community. Police Officers are assigned throughout the City to connect with and foster positive relationships with community members, increase visibility, and enforce the laws of the Commonwealth.

Patrol Officers in the Operations Division respond to emergency and non-emergency calls for service and perform proactive assignments addressing quality of life issues, including enforcing traffic laws and patrolling City parks and playgrounds. Officers have increased their outreach efforts and presence in Central and Harvard Squares and continue to work with residents and businesses to address the quality-of-life issues in those areas. The Department also works to address gun violence in the community by working with impacted neighborhoods. As a result of this collaborative data driven approach the department introduced a Gun Violence Reduction Strategy (GVRS) which involved directed patrols, walking routes, community engagement, events, and collaborations with partners such as the Cambridge Housing Authority, the Margaret Fuller House, and Pentecostal Tabernacle. Six months after GVRS was introduced, gun violence in the community was down 57%.

Through detailed analysis of crime trends and partnerships with the Support Services Division and the community, Patrol Officers are deployed to specific locations to maximize their effectiveness. Officers utilize de-escalation techniques, mental health intervention, and other alternatives to the criminal justice system when appropriate to help ensure safe and just outcomes. Officers are provided with training such as Crisis Intervention Training and ICAT (Integrating Communications, Assessment, and Tactics), which is designed to provide the highest possible level of service, particularly to the most vulnerable



Outreach Officers in Central Square

populations. Day Patrol and Night Patrol Sections work seven days a week, 365 days a year, to keep the community safe. Since 2017, Officers have used Narcan to save 192 lives.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Provide professional and procedurally just public safety services to residents through suppression and prevention of crime and apprehension of offenders. Continue to work to foster trust and build relationships between officers and the community.
- 
 2. Increase presence in locations where quality of life issues are most prevalent through a combination of park and walk assignments (police visibility at a particular location) and directed patrols (police presence at a location to address specific community issues).
- 
 3. Apply non-traditional response techniques, including de-escalation, mental health intervention, and other alternatives to the criminal justice system when appropriate to provide officers with options that help ensure safe and just outcomes.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of Part 1 crimes reported (Note: Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.)	2,617	3,100	3,000
1	Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest, summons, or diversion following increased patrol presence	32	25	20
2	Number of directed patrols to address quality of life issues	42,169	40,525	41,500

PATROL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$38,931,805	\$40,236,520	\$42,135,870
OTHER ORDINARY MAINTENANCE	\$17,210	\$18,760	\$20,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$38,949,015	\$40,255,280	\$42,155,870
FULL-TIME BUDGETED EMPLOYEES	183	188	189

POLICE - TACTICAL OPERATIONS

MISSION & SERVICES

The Tactical Operations Division consists of four units that provide a ready response to situations beyond the capabilities of normally equipped and trained CPD personnel. The four units include the Explosive Ordnance Unit, Special Response Team (SRT), Tactical Patrol Force (TPF), and Crisis Negotiations Team (CNT).

The primary mission of the Explosive Ordnance Disposal Unit is to ensure the safety of residents in the event of an explosive-related incident. The Unit is on-call 24 hours a day and includes five full-time bomb technicians and five explosive detection canines. Together, the Department's Bomb Technicians and canines serve as regional assets and are frequently called to assist other area communities. They are responsible for handling, transporting, and rendering safe all explosive items within Cambridge. The Unit also supports to various events throughout the city, and mutual aid requests from other Cities and Towns. All bomb technicians are certified by the F.B.I. at a rigorous six-week training school in Huntsville, AL. Once certified, each technician must complete 24 hours of training each month to maintain their certification. Additionally, four part-time bomb technicians work in other units and divisions within the Department.

The SRT is a highly trained and highly disciplined tactical team that can respond to any major crisis within the city. Its primary mission is to resolve high-risk incidents such as hostage situations, high-risk search and arrest warrants, and barricaded suspects while emphasizing the sanctity of life and using the least force necessary to achieve lawful objectives.

In addition to their tactical responsibilities, the SRT provides proactive programming to houses of worship, hospitals, daycares, and residential and commercial properties. The Civilian Response to Active Shooter/ Critical Incident Program is a customized active shooter walkthrough of a property emphasizing the key elements of the "Run Hide Fight" Active Shooter Federal Program. The Senior Search and Rescue Program uses data collected to mainly search for people who suffer from dementia.

The TPF consists of approximately 50 officers whose primary responsibility is to respond to major events or citywide mobilizations. They are highly trained personnel that specialize in managing and ensuring the safety of large crowds. The TPF is one of the most frequently used units within the Department. In most instances, the team is deployed on bicycles. The TPF is deployed for all major festivals, gatherings, or protests, and provides perimeter security during special events, including visits by the President, Vice President, foreign Heads of State, and the British Royal Family.

The CNT consists of specially trained officers who are prepared to handle complex negotiations during crisis situations. Their mission during every call-out is to bring a peaceful resolution to a potentially violent situation. In modern 21st-century policing, the preferred response to a critical incident for someone in crisis is to use de-escalation and non-violent solutions to steer the situation to a peaceful outcome that the person in crisis previously thought impossible. The negotiation process is conducted by



A member of the Department demonstrates a device used by the Explosive Ordnance Unit.

a team of officers who have received training from the Federal Bureau of Investigation in negotiation and active listening techniques. Through their training, the team strives to resolve incidents peacefully, reduce the use of force with fewer injuries to officers, suspects, and the public. Although the negotiation process is not tactical in nature, careful planning and strategies are coordinated with tactical units, such as the Special Response Team. Negotiators are available 24 hours a day, 7 days a week. It should be noted that when the Special Response Team is deployed, the Crisis Negotiation Team is called in to assist.

In 2022, Tactical Operations participated in two active shooter exercises; responded to six barricaded subject/high risk warrants; provided protection for two nuclear sources over six days; provided protection for a nuclear source removal; and provided dignitary protection for a three-day Congressional bi-partisan visit.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Conduct outreach events and trainings to enhance the level of community preparedness for critical incidents**

TACTICAL OPERATIONS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,155,365	\$1,244,540	\$1,189,270
OTHER ORDINARY MAINTENANCE	\$83,335	\$102,150	\$104,000
TRAVEL & TRAINING	\$6,745	\$14,755	\$15,000
EXTRAORDINARY EXPENDITURES	\$0	\$80,000	\$95,000
TOTAL BUDGETED EXPENDITURES	\$1,245,445	\$1,441,445	\$1,403,270
FULL-TIME BUDGETED EMPLOYEES	5	5	5

POLICE - TRAFFIC ENFORCEMENT

MISSION & SERVICES

The Traffic Enforcement Unit (TEU) conducts enforcement and education with the goal of reducing harm to those traveling in and through Cambridge and educating all roadway users about safety. Areas of enforcement focus include speeding, pedestrian safety, bicycle lane violations, distracted driving, and red-light violations. Education efforts around traffic and road safety also focus on hot spots and traffic infractions that frequently contribute to serious injury crashes and traffic congestion. Educational efforts also focus on helping pedestrians, bicyclists and motorists adjust to infrastructure changes throughout the City, as part of the TEU's and City's continued commitment to Vision Zero. This includes maintaining a high visibility when these infrastructure changes occur so the public can speak with the officers directly and attending community meetings to receive feedback from the community after these Vision Zero infrastructure changes have occurred. Just one example of the outreach performed by the TEU is the introduction of one-way stretch on Garden Street in November 2022. Officers were stationed on various points along Garden Street during the morning and evening commutes to guide and educate motorists on the new traffic patterns.

Officers in the TEU investigate crashes where there is death, serious bodily injury, or significant property damage. Investigations involve diagramming crime scenes, reviewing physical or video evidence and interviewing victims or witnesses. These investigations may involve working with other agencies, including the State Police, the Middlesex District Attorney's Office, and other City agencies such as

Traffic, Parking, and Transportation and Public Works. These investigations help to ensure accountability for those responsible for the crash and some measure of justice for victims and their families, as well as helping to determine if road design could be improved to enhance safety for all roadway users.

Members of the Unit ensure traffic safety at major incidents, including fires, large crime scenes, and protests, and provide dignitary protection to national and international officials visiting the City. The TEU is pivotal in ensuring traffic safety at many events within the City that attract large crowds, such as the 4th of July, the Cambridge Carnival, and the HONK! Parade. In addition, the TEU includes Traffic Supervisors, whose main responsibility is ensuring the safety of school children at various intersections and crossings throughout Cambridge. Members of the TEU are trained in child passenger safety and regularly help members of the public with inspection and safe installation of child car seats.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide the highest level of law enforcement and public safety services to motorists, pedestrians, and bicyclists in Cambridge.
-  2. Continue to support the City's Vision Zero objectives using sound data analysis and respond with enhanced data-driven enforcement strategies in collaboration with other City agencies.
-  3. Continue working to reduce crash rates and severity by focusing on education and enforcement at high crash locations.
-  4. Continually train new and veteran officers on enforcement and education efforts that focus on harm reduction.

OBJ.	PERFORMANCE MEASURES*	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of reportable crashes citywide	1,394	1,425	1,350
1	Number of crashes at identified high crash locations	156	180	170
1	Number of bicycle crashes citywide	108	170	160
1	Number of assignments for bicycle lane violations citywide	1,538	1,600	1,700
1	Number of tickets issued by CPD for bicycle lane violations citywide	800	550	500
1	Number of written citations for crosswalk violations citywide	102	160	170
1	Number of citations for speeding violations	413	380	400
1	Number of assignments for speeding violations	344	353	371

*FY23 saw a return to the roadways after the pandemic and an increase in traffic on the roads. FY23 projections and FY24 targets are based on the anticipated normalization of traffic patterns and impacts of recent infrastructure changes.

TRAFFIC ENFORCEMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,805,510	\$3,850,035	\$4,487,725
OTHER ORDINARY MAINTENANCE	\$8,475	\$8,330	\$8,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,813,985	\$3,858,365	\$4,496,225
FULL-TIME BUDGETED EMPLOYEES	19	17	17

POLICE - ADMINISTRATION

MISSION & SERVICES

The Administration Section processes and coordinates all CPD support services. Various units within this Section oversee services such as records, off-duty officer and retiree details, fleet maintenance, and property and evidence.

The Records Unit is a controlled public service area. It stores all police records and reports and also issues and archives Firearms Identification Cards and Licenses to Carry Firearms.

The Detail Office is responsible for assigning off-duty officers and Special Police Officers (retired police officers) to construction sites throughout the city to ensure motor vehicle, cyclist, and pedestrian safety. The Detail Office also assigns officers to security details at private companies. All work performed by off-duty officers comes at no cost to the Department.

The Court Prosecutor's Office is the principal liaison between CPD and the court system. It is also responsible for officer scheduling and accountability for all court events and public information.

The Fleet Maintenance Unit is responsible for maintenance of the entire CPD fleet. In support of the City's Clean Fleet Initiative and Climate Action Plan (CAP), both of which aim to reduce the City's greenhouse emissions, the Department placed into service three electric vehicles. The Department deployed vehicles in the Traffic Unit, the Criminal Investigations Section, and an administrative assignment. The Department hopes to replace more of its existing vehicles with electric vehicles (EV) as part of its regular vehicle replacement cycle. The Department continues to work on upgrading its current infrastructure to eventually support an EV fleet of marked cruisers.

Finally, the Property and Evidence Unit is responsible for securing all property that comes into CPD control, such as physical evidence from crimes, prisoners' personal belongings, and lost items.



An Electric Vehicle, which replaced a gas engine cruiser in the Traffic Unit

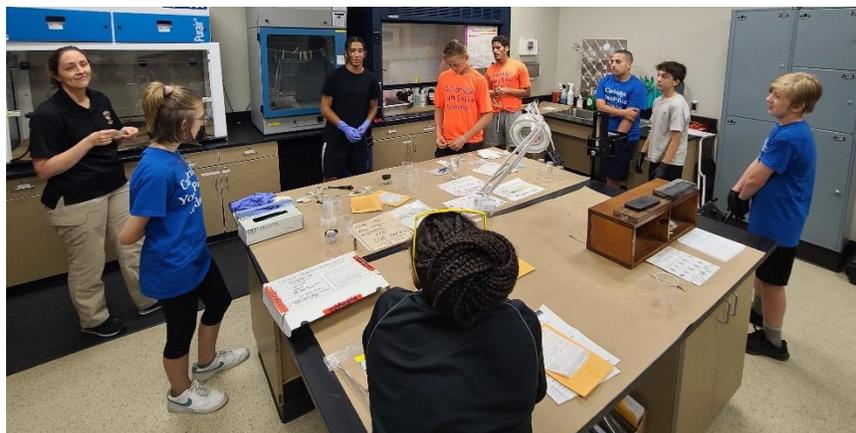
FY24 OBJECTIVES & PERFORMANCE MEASURES

- \$
1. Support overall CPD operations in managing records and increasing efficiency in the business process. Continue to improve the customer experience through technology, enhanced customer service, and management of vendor accounts.
- ⚙️
2. Continue to explore additional opportunities to expand the use of Electric Vehicles (EVs) and other non gas alternatives within the Department's fleet.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,751,135	\$3,944,890	\$4,188,905
OTHER ORDINARY MAINTENANCE	\$1,537,655	\$1,787,950	\$1,861,790
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$373,780	\$645,500	\$645,500
TOTAL BUDGETED EXPENDITURES	\$5,662,570	\$6,378,340	\$6,696,195
FULL-TIME BUDGETED EMPLOYEES	24	24	24

POLICE - CRIMINAL INVESTIGATIONS



Members of Crime Scene Unit teaching the class of 2022 Cambridge Police Youth Academy about evidence processing

MISSION & SERVICES

The Criminal Investigations Section (CIS) investigates all serious crimes committed in the City, including murder, sexual assault, robbery, aggravated assault, burglary, felony larceny, and cybercrime. The Section uses a report review, case management system to support survivors of crime with follow-up communication to include phone calls, etc., to offer resources and provide status updates. Attention is focused on the survivors and victims through a trauma-informed approach, and all efforts are made to ensure that resolution is communicated and resources are provided to improve overall survivor services and support.

The Cyber/Electronic Crimes Unit is tasked with investigating financial and cyber-based crimes targeting the residents and businesses of Cambridge. These crimes include cryptocurrency, online scams, elder fraud, crimes against children, financial and other computer-based crimes. The Unit is also involved with the collection of and the examination of digital evidence, tracing the movement of cryptocurrency funds from victims, and assisting other members of the Department with various investigations.

In 2022, the Criminal Investigations Unit continued to collaborate with other units as well state and federal regional partners to reduce gun violence and present cases for prosecution. The Department continues to develop strategies in collaboration with community partners to proactively address issues around gun violence.

CIS works with local, state, and federal law enforcement agencies in combating illegal narcotic distribution networks and works to divert substance abusers into appropriate treatment options. Through partnerships with the Middlesex County District Attorney's Office, Cambridge Public Health Department, and Cambridge Prevention Coalition, CPD serves as an approved controlled substance collection site for residents of Cambridge. The anonymous drop box for controlled substances is located on the first floor of the Robert W. Healy Public Safety Facility.

CPD has formulated a comprehensive strategy to collaborate with community partners to reduce the number of overdoses in the community. CIS, with the Family and Social Justice Section (FSJS), work with social service providers, community leaders, and law enforcement agencies working together to prevent serious and chronic offenders from engaging in criminal behavior. The core philosophy is that offenders can be reformed with the proper support, services, and community engagement.

The Crime Scene Unit processes crime scenes, evidence, and fingerprint classifications. The Unit again achieved national accreditation standards for its latent print lab.

FY24 OBJECTIVES & PERFORMANCE MEASURES

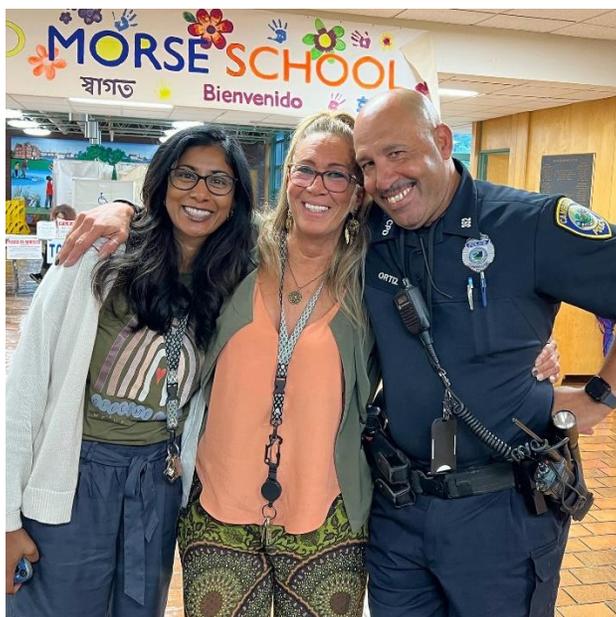
-  1. Continue the collaboration with the District Attorney's Office regarding the Emerging Adult Diversion Program, designed to work with young people as an alternative to prosecution.
-  2. Continue to enhance the training, certifications, and equipment for the Cyber/Electronic Crimes Unit to ensure proficiency in investigating all electronic crimes, including those that have significant financial impacts on residents of Cambridge.
-  3. Continue to provide training to ensure that CPD is proactive and responsive to crime trends and the impact they have on officers and the community.
-  4. Provide outreach and trainings to the community to improve awareness about various fraud crimes and scams that affect residents of the city.
-  5. Continue to use a community and social justice approach to policing. Work collaboratively with stakeholders and service providers to create a survivor-centered response to victims of sexual assault. Collaborate with FSJS and DV partners in the Sexual Assault Response Team to ensure best-practice services are provided to survivors of sexual assault.
-  6. Continue to address drug and vice activity in collaboration with regional partners. Continue to address vice activity including human trafficking through outreach efforts, education, and enforcement.
-  7. Continue working with FSJS to adopt strategic planning methods to help alleviate the pressures and societal issues of drug use and addiction. Collaborate with local, state private, nonprofit, and other community partners to reduce the number of opiate-related deaths in the city through outreach to provide education and reduce the stigma associated with addiction.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of Emerging Adult Diversion cases sent to District Attorney's Office	10	12	15
2	Number of reported financial or cyber crimes resulting in a successful recovery of funds	7	13	16

CRIMINAL INVESTIGATIONS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$8,112,030	\$7,833,500	\$8,842,710
OTHER ORDINARY MAINTENANCE	\$2,470	\$7,215	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$8,114,500	\$7,840,715	\$8,850,710
FULL-TIME BUDGETED EMPLOYEES	45	42	42

POLICE - FAMILY AND SOCIAL JUSTICE



A Youth Outreach Officer at the Morse School

MISSION & SERVICES

The mission of the Family and Social Justice Section (FSJS) is to protect Cambridge's most vulnerable populations: residents who are juveniles, unhoused, those suffering from mental illness and substance use disorder, seniors in need of dependent care, and survivors of domestic violence and/or sexual assaults.

The Section is comprised of the Family Justice Group (FJG), the Social Justice Group (SJG), and the Clinical Support Unit (CSU). The Section provides resources to members of the community who would be better served through a social justice approach than what could be afforded to them through a conventional criminal justice approach. By bringing professional staff and specialists together, the Department is committed to providing vulnerable members of the community with a stronger sense of belonging through customized support, while enhancing the public's trust.

FJG works closely with other law enforcement agencies and community partners to identify youth in need of services and may make referrals to the Safety Net Collaborative (juvenile diversion program). This program has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system, resulting in a significant reduction in juvenile arrests over a number of years. FJG is comprised of Youth Resource Officers (YROs) who are assigned to public schools and youth centers to provide daily contact for students, staff, and parents. The FJG also includes juvenile detectives who investigate crimes by juveniles with the goal of diversion to prevent recidivism and promote rehabilitation. The City of Cambridge Police and Behavioral Health Integration Model prepares officers to divert youth when appropriate, intervene with youth with behavioral health conditions, and collaborate with service providers. In this model, the officer acts in a case management capacity to use the first point of contact with law enforcement as an opportunity to engage community supports rather than the juvenile justice system. The Department's diversionary efforts were expanded through the Emerging Adult Diversion Program aimed at diverting youth aged 18-26. CPD partners with the Middlesex DA's office to offer diversion to Emerging Adults who have committed prosecutable offenses in an attempt to link them with supports and services (e.g., employment, housing, mental health) that

will address the issues that brought them into contact with the police. This diversionary process helps Emerging Adults to avoid criminal charges that could present barriers to future employment or housing opportunities.

FJG also consists of domestic violence (DV) detectives and victim advocates (professional staff) that use a report review, case management system to support survivors of crime with follow-up phone calls to offer resources and provide status updates. Attention is focused on the survivors and victims through a trauma-informed approach, where all efforts are made to ensure that resolution is communicated and that resources are provided to improve overall survivor services and support.

SJG has Outreach Officers for residents who are unhoused, seniors, and those experiencing mental health issues. These Officers aim to improve individuals' quality of life by determining areas of risk and need and connecting them to community-based service providers.

The SJG also provides support to families victimized by domestic violence and/or sexual assault by maintaining contact with the families in a supportive role, advocating for their needs and identifying community-based support services. By hosting trauma-informed law enforcement training for Officers, staff, and partners, CPD has taken steps to better understand the trauma that survivors of sexual and domestic violence experience and how to best support them. SJG also provides direct support to domestic violence survivors, serving as a liaison for criminal court cases.

The SJG works with individuals with mental health and substance use disorders who are at high-risk of deep involvement in the criminal justice system. Serving as case managers, staff assist these individuals and their families to be healthy and safe members of the community. The Department participates in the Clinicians and Police (CAPS) Initiative in partnership with the Cambridge Health Alliance and Somerville Police Department as a means to improve communication and collaboration with mental health service providers to support the most vulnerable populations who travel between cities. Participating agencies meet on a monthly basis with providers at CHA, Cambridge Healthcare for the Homeless, and Vinfen. The purpose of CAPS is to help stabilize patients in the community, reduce police interactions with persons in crisis, and divert Cambridge/Somerville residents living with mental illness from the criminal justice system and emergency room visits.

The SJG engages the community in identifying problems and works collaboratively on resolutions. The focus is on quality-of-life issues and conducting outreach and crime prevention programs to address concerns. CPD has established partnerships through liaisons with formal community organizations and business groups.

The CSU psychologist and social workers provide follow up and outreach on mental health cases. They link vulnerable populations who come into contact with police with services and supports in the city. The CSU also partners with specialty court sessions to deflect and divert vulnerable populations away from the criminal justice system. The CSU also supports officers with training and consultation on topics such as mental health, youth development, and provides clinical oversight for CPD support services. A case manager in CSU assists with Safety Net, Focused Deterrence, specialty court sessions and mental health follow up. Recovery Sessions is one example of a specialty court session at the Cambridge District Court that provides additional support and monitoring for individuals with serious mental health and co-occurring disorders. Session participants receive case management, referrals to community-based services, and encouragement to maintain meaningful involvement in mental health and substance use treatment.

In the calendar year 2022, the CSU saw over a 25% increase in cases (1,076 to 1,360). Also in 2022, initial data analysis for the National Institute for Mental Health Center for Criminal Justice and Suicide Prevention revealed that over the past 10 years, persons who had both a mental health encounter and

criminal charges were significantly more likely to be psychiatrically hospitalized, have ER usage, and experience suicidal ideation than the general population. This data speaks to the acuity of the individuals at the nexus of the criminal justice and mental health systems in Cambridge as well as the primary importance of effective diversionary interventions.

CPD collaborates with the Department of Human Service Programs on a Door-to-Door campaign to raise community awareness of the resources available to youth and families, such as prevention programs, self-defense training, and bicycle safety classes.

FSJS Outreach Officers meet with seniors monthly in a forum style gathering to answer questions about safety and quality-of-life concerns. Officers also collaborate with Elder Services case workers and participate in events such as Bingo, Senior Citizen Academy, and the CPD Secret Santa Program.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue collaborations between operational units to serve the most vulnerable members of the community who would be better served through a social justice approach.
- 
 2. Continue to divert delinquent behavior in Cambridge youth by providing individualized programs. Strive for success through the Safety Net Collaborative by tracking the number of youth who discontinue their behavior after completing the program.
-  3. Work with populations facing unique challenges and barriers, including seniors, people with mental health issues, and the unhoused. Employ case management techniques to expand the Department's capacity to identify areas of risk and need, to connect individuals to community-based services and resources, and conduct follow-up to monitor service utilization.
-  4. Develop partnerships with community members and organizations to combat the elements and perception of crime and increase the sense of safety and security in Cambridge. Facilitate programs and outreach efforts, such as the Neighborhood Sergeants program, to allow community members and CPD to work together to identify and address problems.
-  5. Enhance the integrated response system in collaboration with CIS to domestic violence (DV) cases through internal CPD-wide trainings and trainings for community partners in collaboration with the Domestic and Gender-Based Violence Prevention Initiative and the Public Health Department. Continue reviewing DV cases with the High-Risk Assessment Team, which consists of other law enforcement agencies and nonprofit service providers that work with DV survivors. Provide quality services for high-risk survivors to attain a sense of safety and wellbeing.
- 
 6. Enhance the Department's partnership with the Middlesex District Attorney's Office with the aim of diverting criminal behavior in emerging adults by increasing emerging young adult diversion referrals.
-  7. Develop a system to track referrals and successful completion rate for Recovery Session

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
2	Percent of youth who successfully complete a formal CPD diversion program	80%	85%	100%
2	Number of referrals to the Emerging Adult Diversion Program	n/a	15	20
2	Number of documented youth interventions	n/a	70	85
5	Number of DV training and outreach efforts	35	40	42
5	Number of Sexual Assault Response Team meetings	11	12	12
5	Number of Trauma Informed law enforcement trainings	1	1	1
7	Percent of successful completion to Recovery Session	n/a	70%	80%

FAMILY AND SOCIAL JUSTICE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$4,870,325	\$5,540,915	\$6,057,615
OTHER ORDINARY MAINTENANCE	\$37,400	\$35,415	\$37,400
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,907,725	\$5,576,330	\$6,095,015
FULL-TIME BUDGETED EMPLOYEES	26	26	27

POLICE - TECHNICAL SERVICES

MISSION & SERVICES

The Crime Analysis Unit (CAU) carefully reviews all information such as crime reports, calls for service, arrest reports, and notices from other agencies to identify crime patterns such as series, sprees, hot spots, and trends.

Members across the Department use up-to-date information identified by the CAU to develop strategies to address emerging and ongoing crime problems and make presentations to residents, businesses, and other members of the community. Officers receive briefings on current trends and analysis compiled by the CAU during every shift.



Officers attend the City of Cambridge National Night Out event in 2022

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. Produce monthly reports on crime trends, neighborhood issues, and tips, distributing them to staff through BridgeStat and the Annual Crime Report. Continue to collaborate with the Patrol and Criminal Investigations Sections to identify patterns through crime analysis, develop deployment plans to combat trends, and provide awareness to officers regarding these efforts.

TECHNICAL SERVICES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$710,475	\$737,745	\$859,470
OTHER ORDINARY MAINTENANCE	\$296,520	\$290,300	\$285,700
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,006,995	\$1,028,045	\$1,145,170
FULL-TIME BUDGETED EMPLOYEES	5	5	5

POLICE - TRAINING



New cadet Vincent Escalliere joins the Cambridge Police Department

MISSION & SERVICES

The Training and Certification Unit is responsible for coordinating and directing CPD's training efforts. The Unit is also responsible for running CPD's annual in-service training program and leading the Cambridge-Northeastern Police Academy for new student officers. The Academy maintains training records and files for each officer, facilitates sending officers to train outside the Department, and distributes training materials and legal updates to Department members.

One of the goals of the Academy is to immerse the philosophy of procedural justice into the training of new officers while adhering to state curriculum requirements. Student officers learn that policing is a "people business" and that their success as officers will depend in great part on their ability to listen to and talk with community members. A key element of the training is the focus on experiential learning by having officers engage in scenario-based activities and community outreach. The Academy also exceeds state curriculum standards and instructs all student officers on the latest in ICAT ("Integrating Communications, Assessment, and Tactics") training and LGBTQ+ issues.

The Unit also coordinates the training for the Cambridge Police Cadet Program, which was reinstated in FY20. The program provides a pathway for Cambridge youth interested in a career in public safety. The two-year program offers cadets on-the-job, classroom, and fitness training. Cadets have the opportunity to learn about the daily operations and functions of the Department and culture of work, by rotating through various units and sections as well as participating in community policing activities. In FY20, the Department hired the first class of Cadets. The second class of Cadets, all graduates of Cambridge Rindge and Latin School (CRLS), was sworn in at a November 2021 Ceremony. Four of the cadets have completed

the police academy and been hired as full-time police officers. Two more cadets are currently enrolled in the Cambridge Northeastern Police Academy.

The Training Unit coordinates all training for sworn and non-sworn CPD personnel throughout the year to ensure all certifications and mandates are met. The Training Unit also continues to improve the type and quality of in-service training conducted annually for all sworn CPD personnel and Special Police Officers. By statute, Police Officers must attend 40 hours of in-service training each year.

CPD's training curriculum challenges policing practices and introduces progressive concepts such as integrating communications, assessment and tactics, trauma-informed care, procedural justice and legitimacy, fair and impartial policing, implicit bias, de-escalation, and other alternative resolutions for settling resident complaints. CPD continues to train and certify all officers and non-sworn employees in Mental Health First Aid, which allows officers to work more effectively with individuals exhibiting symptoms of psychological crises when responding to calls for service. The Department is also committed to training officers on crisis intervention and providing the necessary support to ensure the well-being of its officers.

In 2022, all Department officers received in-service training on Human Trafficking; CPR/First Responder; Cultural Competency; De-Escalation and Use of Force; Legal Updates; Mass Gatherings; Officer Wellness Series #1- Mental Wellness; Officer Wellness Series #2- Critical Incident Stress Management; Officer Wellness Series #3- Suicide Prevention: Question, Persuade, Refer; Police Responding to Emergencies of Those With a Mental Illness. The theme of the 2023 in-service training is "Policing Through the Trauma-Informed Prism." All Department Officers will receive training on Legal Updates, Frontline Digital Evidence, Trauma Informed Policing, Officer Response to Interpersonal Violence, Duty to Intervene, Hate Crimes, and Preventing Officer Crises.

Additionally, all Department officers receive live, scenario-based training in collaboration with the Middlesex County Sheriff's Department, and computer simulated training internally utilizing the Department's simulation machine. These scenario-based trainings require officers to utilize their use of force and de-escalation training, which is provided to all Department Officers every September and supplemented through in-service training.

In 2022, the Department also participated in two large scale, multi-agency, active shooter drills at a local medical facility and a shopping mall. Given recent national events, the Department will be seeking to engage in more multi-agency trainings this fiscal year in preparation for any potential active shooter scenario that could occur.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Enhance CPD's training program by identifying progressive topics in policing, providing more specialized training opportunities, and presenting on various policy or legal changes at roll call and through CPD's policy management system.
-  2. Continue to develop and enhance the Cadet training program and the Cambridge-Northeastern Police Academy.
-  3. Enhance accountability in policing through implementation of new standards as established by the Massachusetts Peace Officer Standards and Training Commission.

TRAINING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,866,080	\$2,013,440	\$2,618,410
OTHER ORDINARY MAINTENANCE	\$322,795	\$321,000	\$340,085
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,188,875	\$2,334,440	\$2,958,495
FULL-TIME BUDGETED EMPLOYEES	7	7	7

POLICE REVIEW AND ADVISORY BOARD

DEPARTMENT OVERVIEW

The Police Review and Advisory Board (PRAB) is an independent agency responsible for civilian oversight of the Cambridge Police Department (CPD). The Board is composed of five civilian members who are representative of the city's racial, social, and economic diversity.



PRAB was established by ordinance in 1984 to:

- Provide for citizen participation in reviewing CPD policies, practices, and procedures;
- Provide prompt, impartial, and fair investigation of complaints brought by individuals against members of the CPD; and
- Develop programs and strategies to promote positive police/community relations and provide opportunities for expanded discussions, improved understanding, and innovative ways of resolving differences.

POLICE REVIEW AND ADVISORY BOARD DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$6,300	\$6,800	\$9,900
TOTAL BUDGETED REVENUE	\$6,300	\$6,800	\$9,900
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$1,900	\$1,900
TRAVEL & TRAINING	\$3,015	\$4,900	\$8,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,015	\$6,800	\$9,900
FULL-TIME BUDGETED EMPLOYEES	0	0	0

POLICE REVIEW AND ADVISORY BOARD - ADMINISTRATION

MISSION & SERVICES

During FY23, the Board will held at least eight public meetings, as well as at least three executive sessions under Section 21(a)(1) of the Massachusetts Open Meeting Law to consider complaints made against members of the Cambridge Police Department (CPD).

The Executive Director of PRAB works with CPD's Professional Standards Unit (PSU) to investigate all complaints filed with PRAB. An investigation includes interviews with the complainant, involved police officer(s), and other relevant individuals, as well as reviews of police reports, witness statements, and other relevant information. During executive sessions, the Board reviews the complaints and the investigations of those complaints conducted on its behalf by the PSU and makes findings on the complaints. After the Board reviews the investigative report, it may accept the report or order additional investigation into the complaint. Once the investigative process is complete, the Board will determine whether or not a violation of policy or procedures occurred. If the Board finds there was no violation of policy or procedures, it may still make recommendations to the City Manager and Police Commissioner

about changes that should be made. The Board also reviews in executive session any complaints received by CPD from the public and the subsequent investigations of the complaints by PSU and may make recommendations as appropriate.

Board members and staff conduct outreach in the community, providing information about PRAB to residents and visitors at community events and meetings with neighborhood groups and nonprofit organizations. Two significant impacts of the COVID-19 pandemic on the Board's work have been the challenges of training the Board and conducting outreach through community meetings and public events.

The Board looks forward to increased outreach efforts to community and neighborhood organizations, social service providers, and public events during FY24. Despite the challenges, the Board received training from CPD on the PSU policy and procedure for conducting complaint investigations, and Board members attended training webinars provided by the National Association for Civilian Oversight of Law Enforcement (NACOLE).

PRAB has been actively engaged in NACOLE since the association was founded in Cambridge in 1992. PRAB staff and board members have received training from and volunteered with NACOLE consistently over the decades to support its work to promote and improve civilian oversight; increase accountability and transparency in policing; build community trust; and promote fair and professional law enforcement agencies that are responsive to community needs. In FY24, PRAB will resume participation of Board members in the national civilian oversight training conference, and they will report back to the full Board.

Over the next year, PRAB will be examining nationally-recognized effective practices in the field of civilian oversight with the intent of ensuring Cambridge is a national leader in civilian oversight and police/community relations, while enhancing the legitimacy and effectiveness of the Cambridge Police Department. PRAB will also continue to provide quarterly reports of its activities, including the handling of complaints and future plans to the City Manager, Mayor, City Council, and the public. PRAB will also continue to review the CPD budget before submission to the City Manager.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Conduct education and outreach efforts to increase public awareness of the Board's mission, work, and services, and to foster better understanding of police procedures, civil rights laws, and what to do when stopped by police officers.**
-  2. **Work with complainants and concerned individuals to provide effective case intake, interviews, and investigations. Issue investigative findings with support from CPD's Professional Standards Unit.**
-  3. **Work with national trainers, CPD, and other City departments to train Board members to enhance the Board's effectiveness.**
-  4. **Review CPD policies, practices, and procedures and make recommendations that promote positive police/community relations and reduce the number and frequency of incidents that lead to complaints.**
-  5. **Review the CPD annual budget before its submission to the City Manager.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Public outreach and information sessions held	6	6	12
1	Reports on the Board's work made to the City Manager, the Mayor, City Council and to the public	n/a	2	4
3	Training sessions for Board members	8	10	14
3	Police training sessions attended by PRAB	6	12	12

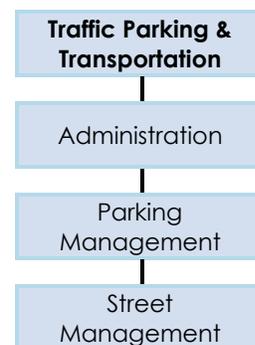
ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$1,900	\$1,900
TRAVEL & TRAINING	\$3,015	\$4,900	\$8,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,015	\$6,800	\$9,900
FULL-TIME BUDGETED EMPLOYEES	0	0	0

TRAFFIC, PARKING AND TRANSPORTATION

DEPARTMENT OVERVIEW

The Traffic, Parking, and Transportation Department (TP+T) promotes the safety and health of the Cambridge community by improving and maintaining a high-quality street and parking system that supports a range of transportation options. To accomplish this, the Department is organized into two divisions (Parking Management and Street Management), with centralized administration roles that provide guidance and support to the entire Department. These centralized roles include functions such as communications, finance, human resources, and leadership.



TP+T has made significant progress on a number of safety projects as part of the City’s Vision Zero initiative to improve safety for the most vulnerable road users. This includes implementation of a 20 MPH speed limit on most Cambridge Streets, ongoing expansion of the Rectangular Rapid Flashing Beacons (RRFBs) at locations around the city, and continued installation of Audible Pedestrian Signals. The Department also leads City efforts related to the Cycling Safety Ordinance, including planning and installing numerous separated bike lanes, and overseeing the work to meet the various reporting requirements.

TP+T has increased its capacity in the technology area, adding staff to improve the Department’s ability to innovate and to respond to emerging technology challenges and opportunities. To meet the needs of residents, TP+T implemented virtual hearings for parking ticket disputes and an online permit application process. Virtual hearings allow the public to have their hearing online or by phone with a Hearing Officer, for greater convenience and accessibility.

The Department continues to improve its communications efforts, both internally and externally. From introducing a weekly internal newsletter to holding more community meetings than ever before, the Department strives to continuously improve how information is shared.

TRAFFIC, PARKING AND TRANSPORTATION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$9,037,640	\$8,373,245	\$9,719,400
FINES & FORFEITS	\$6,592,285	\$7,496,575	\$5,646,575
LICENSES AND PERMITS	\$1,557,690	\$1,352,935	\$1,252,935
MISCELLANEOUS REVENUE	\$243,270	\$780,000	\$380,000
TOTAL BUDGETED REVENUE	\$17,430,885	\$18,002,755	\$16,998,910
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$10,232,350	\$10,631,570	\$12,450,870
OTHER ORDINARY MAINTENANCE	\$3,922,850	\$3,842,050	\$4,417,040
TRAVEL & TRAINING	\$172,285	\$37,120	\$61,000
EXTRAORDINARY EXPENDITURES	\$61,775	\$0	\$70,000
TOTAL BUDGETED EXPENDITURES	\$14,389,260	\$14,510,740	\$16,998,910
FULL-TIME BUDGETED EMPLOYEES	89	91	93

TRAFFIC, PARKING AND TRANSPORTATION - ADMINISTRATION

MISSION & SERVICES

TP+T's Administration Division is responsible for the oversight and operation of the entire Department including managing the Department's budget, communications, human resources, technology functions, and providing ongoing customer service as well as coordination with other City, State, and Federal agencies. The Division also keeps up to date with new innovations, with a focus on improving customer service and helping employees perform their jobs more efficiently.

In the past year, TP+T has increased its capacity in the technology area, adding staff to improve the Department's ability to innovate and to respond to emerging technology challenges and opportunities. This year, the Department has continued implementation of its street asset management system, Cartegraph. The system provides the Department with a spatial view that identifies all signs, posts, meters, markings, and signals. This enables both the engineering and operations groups to efficiently maintain and install new assets. The management system is integrated with SeeClickfix, which ensures that residents' inquiries get addressed in a streamlined manner.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Continuously improve the efficiency and professionalism of TP+T staff, procedures, and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.**
-  2. **Maintain TP+T website with up-to-date, useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.**

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$870,075	\$943,395	\$1,260,420
OTHER ORDINARY MAINTENANCE	\$851,635	\$555,750	\$618,950
TRAVEL & TRAINING	\$172,285	\$37,120	\$61,000
EXTRAORDINARY EXPENDITURES	\$61,775	\$0	\$70,000
TOTAL BUDGETED EXPENDITURES	\$1,955,770	\$1,536,265	\$2,010,370
FULL-TIME BUDGETED EMPLOYEES	5	5	7

TRAFFIC, PARKING AND TRANSPORTATION - PARKING MANAGEMENT

MISSION & SERVICES

Parking Management enforces parking regulations, collects parking ticket payments, adjudicates parking tickets, and operates the Resident Parking Permit program. It is also responsible for the City's two parking garages, the Green Street Garage and East Cambridge (First Street) Garage. This includes overseeing the management contract and the preventive maintenance program for these garages. The Parking Management Division is composed of the Parking Services Unit and the Enforcement Unit.

The Parking Enforcement Unit is responsible for enforcing the City's parking regulations Monday through Saturday (except on Massachusetts holidays). The key objective is to improve safety and accessibility for all those traveling in Cambridge.

The Parking Services Unit is responsible for the issuance of parking permits including but not limited to Resident and Visitor Parking Permits, Temporary Parking Permits, and Rental Vehicle Permits. It is also responsible for the collection and adjudication of parking tickets.

To meet the needs of residents, TP+T implemented virtual hearings for parking ticket disputes and an online permit application process. Virtual hearings allow the public to have their hearing online or by phone with a Hearing Officer, for greater convenience and accessibility. TP+T continues to improve the permit application process so residents can apply both online and in-person for parking permits. The online permit application process provides more flexibility for residents resulting in fewer residents having to come in-person to obtain a parking permit. As the number of online permit applications has increased, the Department continues to streamline the process to review, issue, and mail out permits.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide on-street parking for residents, visitors, and providers of services to residents; issue residential parking permits in a timely and cost-effective manner; and maintain public safety and ensure access for those with disabilities.
-  2. Provide short-term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.
-  3. Maintain effective collection of parking ticket fees with good customer service and a variety of payment options. Fairly adjudicate disputes and hearings related to parking violations.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
2	Short-term on-street spaces managed by parking meters and pay stations	2,683	2,630	2,620
3	Percent of tickets paid within 21 days from issuance without a notice	63%	58%	60%
3	Percent of tickets issued this fiscal year that have been paid this year	78%	80%	75%
3	Percent of tickets issued this fiscal year that have been adjusted/dismissed	5%	4%	5%

PARKING MANAGEMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$7,140,570	\$7,295,835	\$8,388,340
OTHER ORDINARY MAINTENANCE	\$2,203,240	\$2,242,000	\$2,373,385
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$9,343,810	\$9,537,835	\$10,761,725
FULL-TIME BUDGETED EMPLOYEES	67	68	68

TRAFFIC, PARKING AND TRANSPORTATION - STREET MANAGEMENT



Different kinds of transportation infrastructure in Kendall Square

MISSION & SERVICES

The Street Management Division is responsible for overseeing the operation of city streets, including design, installation, and maintenance of all traffic control devices in the city. This work includes maintaining and revising curb regulations; working closely with other City departments in planning, reviewing, and developing proposals to improve the City's infrastructure; encouraging the use of sustainable transportation modes; and coordinating with other agencies on design and development proposals. The Division is comprised of the Operations, Engineering, Street Occupancy, Project Delivery, and Planning Units.

The Operations Unit installs and maintains signs, parking meters, flex posts, and pavement markings, including bicycle lanes and crosswalks. This work includes maintaining the City's nine metered parking lots and approximately 2,660 metered on-street parking spaces. The Unit is also responsible for snow removal in all City owned lots and adjacent sidewalks.

The Engineering Unit conducts traffic studies; investigates constituent concerns; and reviews major construction projects and new developments. The Unit also manages 128 signalized intersections, 30 warning flashers, and 30 school zone flashers, and manages the installation of pavement markings and safety equipment.

The Project Delivery Unit is responsible for implementation of the City's Cycling Safety Ordinance and other project management related activities. This Unit works closely with the Engineering and Operations groups to design and implement street design projects.

The Street Occupancy Permit Unit issues permits to people who need to reserve curb space for various temporary uses, including moving vans, dumpsters, and tool trucks. Staff in the Unit also do field inspections to ensure that applicants are in compliance with relevant rules and regulations.

The Planning Unit reviews traffic impact studies for development projects over 50,000 square feet in size. The Unit also evaluates project site plans for curb cuts, driveways, automobile and bicycle parking facilities, and loading areas.

Projects completed this year include the installation of separated bike lanes on Garden and Brattle Streets. These projects continue the installation of approximately 25 miles of separated bike lanes that will be installed to meet the requirements of the Cycling Safety Ordinance.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Implement programs that improve pedestrian safety and ease of mobility.
-  2. Process permits through the Viewpoint platform and post street occupancy permits in a timely and customer-oriented manner.
-  3. Maintain strong customer service and respond to the community in a timely manner on transportation issues, including site investigations and minor traffic studies.
-  4. Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and the Planning Board in reviewing and identifying mitigation measures.

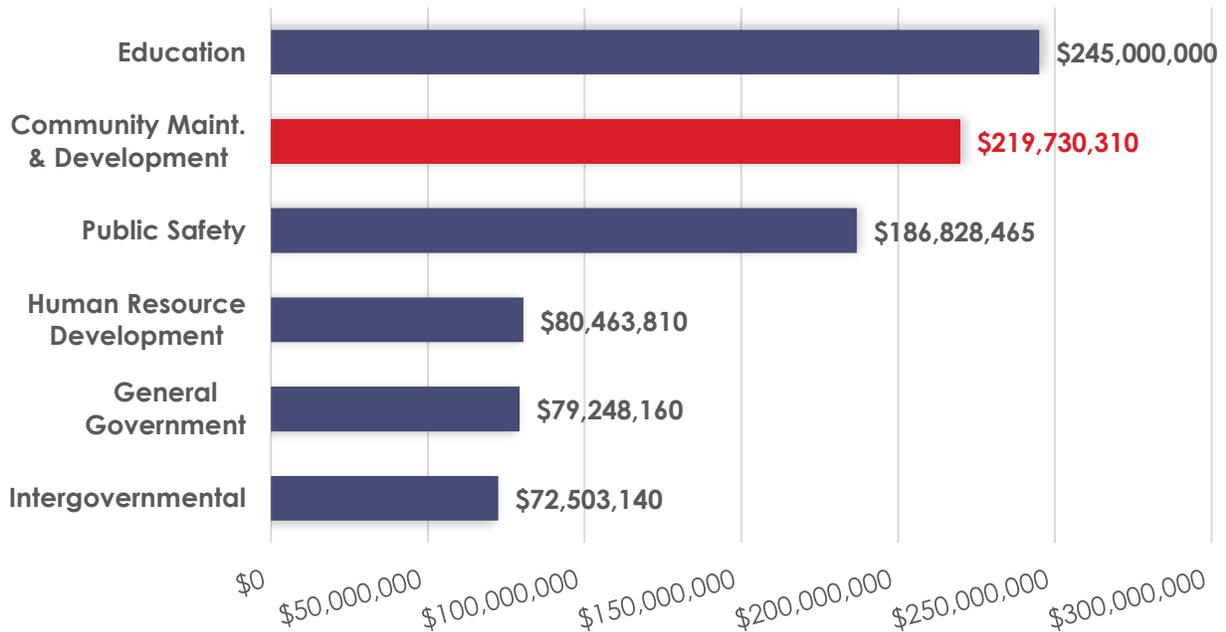
OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of signalized intersections that are proactively studied for possible traffic signal timing changes	10	13	10
1	Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	14	12	12
2	Number of street occupancy permits issued	6,851	6,420	6,500
2	Number of moving van and moving container permits issued	5,532	5,322	5,500
3	Number of completed site investigations conducted	424	566	500
3	Number of completed minor traffic studies	13	41	35
3	Number of traffic regulatory signs replaced or installed	454	674	550
4	Number of large project traffic studies reviewed for projects seeking Planning Board permits	4	3	5

STREET MANAGEMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,221,705	\$2,392,340	\$2,802,110
OTHER ORDINARY MAINTENANCE	\$867,975	\$1,044,300	\$1,424,705
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,089,680	\$3,436,640	\$4,226,815
FULL-TIME BUDGETED EMPLOYEES	17	18	18

COMMUNITY MAINTENANCE AND DEVELOPMENT

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$47,225,750	\$50,619,625	\$53,144,700
INTERGOVERNMENTAL REVENUE	\$2,169,985	\$2,323,925	\$2,213,770
LICENSES AND PERMITS	\$2,834,980	\$2,267,625	\$12,100,750
MISCELLANEOUS REVENUE	\$10,541,880	\$12,296,835	\$27,329,280
TAXES	\$107,576,075	\$115,877,395	\$124,941,810
TOTAL BUDGETED REVENUE	\$170,348,670	\$183,385,405	\$219,730,310
PROGRAM EXPENDITURES			
CABLE TELEVISION	\$1,461,820	\$1,585,920	\$1,813,725
CAPITAL BUILDING PROJECTS	\$0	\$0	\$1,574,415
COMMUNITY DEVELOPMENT	\$11,627,240	\$14,153,380	\$40,890,300
DEBT SERVICE	\$82,108,340	\$86,936,550	\$89,585,875
HISTORICAL COMMISSION	\$792,635	\$967,875	\$1,040,215
PEACE COMMISSION	\$196,900	\$196,070	\$228,225
PUBLIC WORKS	\$58,954,735	\$62,210,540	\$69,094,590
WATER	\$12,849,615	\$12,976,980	\$15,502,965
TOTAL BUDGETED EXPENDITURES	\$167,991,285	\$179,027,315	\$219,730,310

CABLE TELEVISION

DEPARTMENT OVERVIEW

Cable Television/22-CityView is responsible for the City's broadcast television production and programming needs.

Cable Television

22-CityView &
CCTV

22-CityView, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to Cambridge. 22-CityView strives to provide its viewers with a sense of the City's overall vitality in areas including, but not limited to, education, culture, arts, health and human services, and history.

With an eye towards the future of cable television broadcasting, a working group has been established with representatives of Cambridge Community Television (CCTV) and Cambridge Educational Access to explore the feasibility of uniting efforts and resources to form an umbrella organization that will serve the residents of Cambridge in a more comprehensive and efficient manner.

The Cable Television budget also includes an allocation of \$916,175 from cable TV license fees to support CCTV. As part of the most recent cable license agreement, this amount has been supported based on Comcast cable television revenues. The City has committed to maintaining level support for CCTV even though Comcast's reported cable revenues have been declining in recent years.

CABLE TELEVISION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$1,012,600	\$1,013,005	\$1,014,585
TAXES	\$499,480	\$679,100	\$799,140
TOTAL BUDGETED REVENUE	\$1,512,080	\$1,692,105	\$1,813,725
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$485,450	\$514,090	\$714,300
OTHER ORDINARY MAINTENANCE	\$973,630	\$1,068,380	\$1,095,975
TRAVEL & TRAINING	\$2,740	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,461,820	\$1,585,920	\$1,813,725
FULL-TIME BUDGETED EMPLOYEES	4	4	4

CABLE TELEVISION - 22-CITYVIEW & CCTV

MISSION & SERVICES

22-CityView plays an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. 22-CityView also serves as a forum for addressing issues of immediate concern to the residents of Cambridge.

22-CityView continues to work collaboratively with multiple City departments and has expanded its broadcast coverage to include multiple Board and Commission meetings.

22-CityView now broadcasts all City Council and Council-related meetings with Closed Captioning. The

department is working towards having all broadcast content, on both the City’s Cable channel and YouTube channel, include captioning.

In its upcoming season, 22-CityView will continue to partner with City departments and agencies to produce and broadcast programs and specials. The collaboration with CCTV will continue to include opportunities to pool resources to operate more efficiently, and with a greater level of synergy. Towards that end, discussions are underway to upgrade and switch to a robust, combined unified playback system that will accommodate, program, and broadcast 22-CityView, CCTV, and Cambridge Educational Access (CEA) on various and expanding broadcast platforms.



The 22-CityView studio

The Department remains committed to offering high quality programming that will serve the viewing public and allow for the dissemination of pertinent information.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Work with City departments, utilizing 22-CityView productions, to help increase their exposure and improve transparency with a robust commitment to produce programming that reflects the City and its workforce.
-  2. Increase coverage of City-sponsored public meetings, including City Council, Ordinance Committee, and other City Council committee meetings, in an ongoing effort to avail the viewing public of the workings of their City government.
-  3. Continue to work with the IT Department to incorporate Closed Captioning on all 22-CityView produced broadcast content on both the channel and associated broadcast platforms.
-  4. Present all produced content across multiple broadcast platforms, including Channel 22, the Department website, and the YouTube channel, with an eye towards increasing viewership and embracing the many ways that people consume media.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of City department-related programs	11	15	15
2	Hours per week of programming	77	77	77
2	Number of 22-CityView produced programs aired per day	12	10	10
2	Number of live City Council, Ordinance, and other City meetings covered	200	225	225

22-CITYVIEW & CCTV DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$485,450	\$514,090	\$714,300
OTHER ORDINARY MAINTENANCE	\$973,630	\$1,068,380	\$1,095,975
TRAVEL & TRAINING	\$2,740	\$3,450	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,461,820	\$1,585,920	\$1,813,725
FULL-TIME BUDGETED EMPLOYEES	4	4	4

CAPITAL BUILDING PROJECTS

DEPARTMENT OVERVIEW

The City Manager has established a Capital Building Projects Department starting in FY24. This new Department consolidates existing programs from the Executive Office and Public Works Department in order to continue to deliver high-quality professional management of the City’s expanding building improvement project portfolio.



The Capital Building Projects Department includes eight full-time employees, working under the new position of Director. Major program areas include design, construction, and system performance. This organizational structure will ensure that consideration of strategic priorities such the Net Zero Action Plan and the Building Energy Use Disclosure Ordinance is embedded in all aspects of project lifecycles.

CAPITAL BUILDING PROJECTS DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$0	\$0	\$1,574,415
TOTAL BUDGETED REVENUE	\$0	\$0	\$1,574,415
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$1,564,415
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$10,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$1,574,415
FULL-TIME BUDGETED EMPLOYEES	0	0	6

CAPITAL BUILDING PROJECTS - ADMINISTRATION

MISSION & SERVICES

The City’s most significant current construction project is the Tobin Montessori and Vassal Lane Upper Schools, which will also provide new facilities for Special Start and Department of Human Services Programs preschool and after school programs. The \$299 million Tobin Complex will be a Net Zero Emissions Facility and includes open space renovation and stormwater infrastructure to mitigate local street flooding. The facility will reopen for the school year starting in September 2025.

A major renovation has also started at Fire Headquarters at 491 Broadway to provide enhanced safety features, updated locker rooms, updated dormitories, improved kitchen facilities, enhanced fitness facilities, and features such as fossil fuel free heating system and solar panels to align with the City’s Net Zero goals. The City has appropriated \$62 million for this project. Construction will commence on this project during Summer 2023, starting with the installation of a temporary fire house on Hovey Avenue. Main Building Construction is scheduled to take place between Winter 2023 and Winter 2025.



The Tobin Montessori & Vassal Lane School, under construction

Design is underway on the new Danehy Park Gateway Pavilion project. This \$12 million facility will provide female athletes with more equitable access to amenities, including new restrooms, changing and locker rooms, an athletic trainer’s room, a coach’s office, storage for athletic equipment, and multi-purpose space. The pavilion will also provide public restrooms for park visitors. The project will be an all-electric, Net Zero Emissions facility and will target LEED Gold new construction and Passive House Certification. The project also includes lighting improvements to Danehy Dog Park, the renovation of New Street parking lot, landscape improvements, and public internet access.

The Simard building, located at the Department of Public Works complex at 147 Hampshire St., is currently under construction. This \$8 million project includes renovations to interior office and storage spaces, as well as the installation of rooftop solar panels and geothermal wells to make the facility Net Zero Ready.

In addition to these individual large projects, the Capital Building Projects Department will continue to implement significant building improvements and deferred maintenance projects through the City’s Municipal Facilities Master Plan (MFIP). An MFIP allocation of \$35.35 million in FY24 will fund the following projects: Lafayette Square Firehouse structural repairs and interior improvements; Moses Youth Center HVAC upgrades; the creation of four additional pre-kindergarten classrooms in North Cambridge; improvements to the Department of Public Works Garage, yard and salt storage shed; interior fit-out for City offices; electric vehicle charging station infrastructure at several municipal buildings; and repairs to address deferred maintenance at the Collins and Boudreau branch libraries, the Healy Public Safety building, and the East Cambridge parking garage.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$1,564,415
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$10,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$1,574,415
FULL-TIME BUDGETED EMPLOYEES	0	0	6

COMMUNITY DEVELOPMENT

DEPARTMENT OVERVIEW

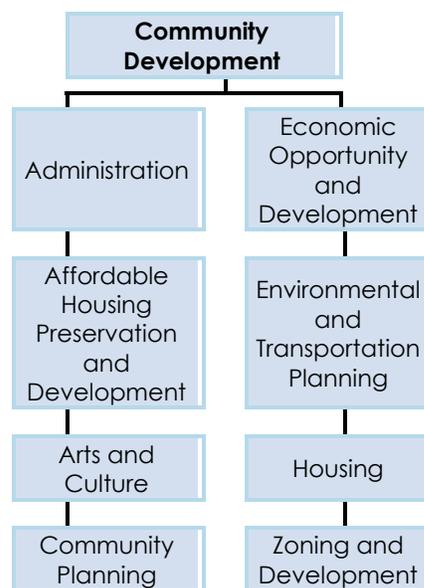
As the City’s planning agency, the Community Development Department (CDD) works to guide future growth and manage change to best support the overall health, sustainability, quality of life, and diversity of the city. CDD’s divisions, supported by its administrative team, collaborate to foster environmental best practices, strengthen the character of the City’s neighborhoods, create and preserve affordable housing, encourage sustainable modes of transportation, support small businesses, and enhance job opportunities for residents. In all aspects of this work, CDD seeks to build community, and establish connections among and between a broad spectrum of stakeholders in the city, prioritizing social equity and community resilience.

CDD’s Community Engagement Team partners with program staff to ensure that principles of equity and inclusion are meaningfully applied to comprehensive community outreach plans for all department initiatives. A mix of in-person activities and virtual meetings have been conducted to reach broadly across the community. Conditions related to the COVID-19 pandemic have changed the timelines for some projects and initiatives, particularly those involving construction and infrastructure, but neighborhood planning efforts will roll out vigorously in FY24, as will planning for North Mass Ave, and implementation of new urban design guidelines and zoning information, providing a new level of clarity and accessible information.

CDD continues to deploy new American Rescue Plan Act (ARPA) federal resources through relief grants to address the needs of eligible small businesses, launching a new Small Business E-Commerce Grant that will be available into FY24.

CDD’s FY24 activities reflect a significant commitment of additional resources to meet the City Council’s priorities most effectively. New funding has been allocated to expand departmental capacity for priority initiatives, especially those related to climate mitigation, affordable housing, urban design, and economic development. In FY24, construction of new affordable housing will be underway on New Street and Norfolk Street, bringing residential stability for those who need it most and demonstrating the City’s commitment to high quality, environmentally sustainable design and construction to create long-term value for the community. In FY24, CDD will also work with regional partners on housing affordability issues and expects to implement policy and program changes that reflect feedback received from community members’ experience with the City’s inclusionary housing and homeownership programs. The Department will also increase capacity in its Zoning & Development Division, given the significant increase in volume of zoning petitions reviewed, advancement of Affordable Housing Overlay projects, and critical development projects in Alewife and Kendall areas.

With emphasis on fostering economic opportunities for historically overlooked groups, FY24 will bring initiatives focusing on workforce development, equity in the purchasing environment, and skill development and support for small entrepreneurs. Partnering with business and neighborhood organizations, the Department will catalyze activities and activation of spaces to engage a more diverse and creative mix of entrepreneurial endeavors. Collaborative work with the Black, Indigenous, People of Color (BIPOC) Business Advisory Committee continues to inform intensified efforts to support women- and minority-owned businesses in Cambridge.



In FY24, CDD will plan and implement programs to encourage mobility by sustainable modes of transportation and electrification of all types of vehicles, including bicycles. This includes introducing e-bikes into the Bluebikes system and installing 100 EV chargers through FY27, while enhancing Cambridge’s charging infrastructure in the public right of way to ensure that the City’s goal is met in an equitable way.

CDD will continue to engage in major multi-departmental initiatives, such as the creation of a network of separated bike facilities and major corridor redesigns as well as designing and building new shared use paths, expanding safe and sustainable mobility for people of all ages. CDD will also encourage greater transit ridership by working with the MBTA and other regional partners to expand the service network and implement bus prioritization measures that improve the experience and reliability of public transit in high volume locations. In FY24, CDD will continue to design and construct multiple off-road paths and participate in regional initiatives to expand path and transit access. The City continues its commitment to youth engagement in all aspects of sustainability, including traffic safety and bicycle education.

CDD continues to implement actions from the Resilient Cambridge plan as well as the updated Net Zero Action Plan, which was adopted by Council in January 2023 with new SMART goals to increase accountability. With increased funding, efforts will focus on implementing building energy performance requirements and programs supporting residents and businesses in lowering energy use, accessing clean energy, and improving resilience to ensure all buildings in Cambridge have a framework for and resources to phase out their GHG emissions and adapt to a changing climate. In FY24, CDD will complete a pilot program for multi-family property owners that provides building decarbonization retrofits with project management and an innovative project financing mechanism, enabling buildings to complete such upgrades without significant upfront costs. Resources for these efforts will help move Cambridge closer to its environmental goals through development of strategies that support behavioral changes.

COMMUNITY DEVELOPMENT DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$74,500	\$74,500	\$374,500
INTERGOVERNMENTAL REVENUE	\$578,035	\$731,910	\$666,395
LICENSES AND PERMITS	\$256,805	\$19,625	\$10,300,750
MISCELLANEOUS REVENUE	\$0	\$0	\$12,500,000
TAXES	\$11,980,950	\$13,735,335	\$17,048,655
TOTAL BUDGETED REVENUE	\$12,890,290	\$14,561,370	\$40,890,300
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$9,337,335	\$10,690,990	\$12,478,945
OTHER ORDINARY MAINTENANCE	\$2,272,380	\$3,288,515	\$28,333,395
TRAVEL & TRAINING	\$17,525	\$61,845	\$61,845
EXTRAORDINARY EXPENDITURES	\$0	\$112,030	\$16,115
TOTAL BUDGETED EXPENDITURES	\$11,627,240	\$14,153,380	\$40,890,300
FULL-TIME BUDGETED EMPLOYEES	67	72	76

COMMUNITY DEVELOPMENT - ADMINISTRATION



A fall sidewalk sale organized by small retailers on Mass Ave

MISSION & SERVICES

The Administration Division provides leadership, direction, and operational support to CDD; it also coordinates with internal and external parties to advance shared initiatives. Its enterprise-wide functions include fiscal and program management, communications, GIS, and information analysis and management. The Division increasingly provides data analysis and communications strategy to facilitate planning initiatives and strategic delivery of services throughout the City.

CDD continues to enhance its Department-wide organizational work with a focus on antiracism, equity, and inclusion. This ongoing initiative addresses topics and priorities that were identified in the first phase of this cross-departmental collaborative work. The first staff team, focused on incorporating these principles into the internal practices and day-to-day function of CDD, has been rolling out more accessible and useful digital resources, providing clarity around work processes for all staff. A second “action learning team” is outward-looking, focused on equitable planning and program delivery in the community.

In FY24, The Division will continue to build on successful efforts to broaden outreach activity, establish consistency across communication materials, enhance accessibility and usability of data and information, and refine systems that enhance productivity and collaboration. Division staff will provide GIS and information management support across the full range of CDD’s program areas, coordinating with partners inside and outside the city as needed.

The Division manages program and activity funds totaling significantly more than CDD’s tax-funded budget. These funds include federal grants, Affordable Housing Trust funds, and project-specific grants. Federal funding includes programs such as Community Development Block Grant (CDBG), HOME, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS entitlement grant programs, and the CARES Act and American Rescue Plan Act funds that were initiated in response to the COVID-19 pandemic.

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. **Support data-driven, long-term planning and multidisciplinary initiatives to enhance quality of life for Cambridge residents.**

-  2. Support and train staff to broaden community outreach to engage new audiences and offer a range of opportunities to participate in comprehensive and project planning activities.
-  3. Leverage City resources and advocate at the state and federal levels for community development policy initiatives and funding, particularly CDBG, HOME, and infrastructure/transit support.
-  4. Provide Department-wide administrative and operational support, focusing on performance management and professional development. Offer meaningful learning experiences to interns and youth program participants as they provide essential additional capacity.

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,759,910	\$3,016,915	\$3,169,870
OTHER ORDINARY MAINTENANCE	\$276,985	\$402,660	\$458,290
TRAVEL & TRAINING	\$17,525	\$61,320	\$61,320
EXTRAORDINARY EXPENDITURES	\$0	\$112,030	\$16,115
TOTAL BUDGETED EXPENDITURES	\$3,054,420	\$3,592,925	\$3,705,595
FULL-TIME BUDGETED EMPLOYEES	17	17	17

COMMUNITY DEVELOPMENT - ARTS AND CULTURE

MISSION & SERVICES

Guided by the recommendations of the 2019 Mayor’s Arts Task Force, the new Arts and Cultural Planning Division seeks to expand opportunities where arts, culture, and creativity are catalysts for social change and civic engagement. The Director of Arts and Cultural Planning works with other City departments to elevate the role of artists and cultural organizations in City-sponsored projects and initiatives; understand the needs of artists and arts organizations in Cambridge; protect existing cultural resources and incentivize the creation of new assets; and increase appreciation for arts and culture to prevent cultural displacement.

During FY23, the Arts and Cultural Planning Division, in partnership with Cambridge Arts, Public Works, and Public Health departments, received a \$100,000 grant from the Metropolitan Area Planning Council to hire artists to design creative shade structures to address urban heat exposure. The Division supported the launch of a community-led effort to establish an East Cambridge cultural corridor and is working with a facilitator to continue this engagement into FY24. Partnerships with the Public Health Department to bring cultural programming and creative strategies on block parties and Cambridge Community Corps were started in FY23 and will continue into the next fiscal year.

In FY24, the Division will launch a new artist-in-residence program that will embed artists into City departments and bring new opportunities for collaboration and creative thinking into municipal work. In partnership with Cambridge Arts and other CDD divisions, the Director will develop policies and strategies that expand and protect the physical spaces used for making and experiencing arts and culture along with the launch of an online digital mapping tool that will capture cultural spaces in the city and the region. The data collection effort will require extensive surveying. This work will inform a new guidance for public art on private development.

COMMUNITY DEVELOPMENT - COMMUNITY PLANNING

MISSION & SERVICES

The Community Planning Division guides growth and development and creates great public spaces, to advance community goals for a more sustainable and equitable future. Through meaningful engagement with the community, the Division advises on land use policy and urban design to guide design of buildings, streetscapes, parks, public spaces, and neighborhoods. Core work areas for Division staff include citywide and neighborhood planning; urban design review; open space planning and park design; arts and cultural planning; and public space design and activation.

In FY24, the Division will work with the City Council and the community to implement short-term recommendations from the citywide plan, Envision Cambridge. Staff will begin a planning process for Massachusetts Avenue between Cambridge Common and Alewife Brook Parkway, which will result in a shared vision and set of actionable recommendations for the corridor's future. Staff will also initiate a needs assessment and planning study for vacant and underutilized municipal lots in Central Square and start neighborhood action plans for Wellington-Harrington, Mid-Cambridge, and Neighborhood Nine.

The Division will also continue its work to design attractive, creative, and playful open spaces that reflect broad input and serve the needs of Cambridge's diverse community. Projects include improvements to the Peabody School Playground in North Cambridge, Hoyt Field playground areas in Riverside, Rafferty Park in the Cambridge Highlands, and Raymond Park in Neighborhood Nine. In FY24, Triangle Park and Binney Street Park, two new open spaces in East Cambridge, will be completed.

Public space activation has been the focus of the Cambridge Public Space Lab, an initiative that explores new ways to bring life to everyday public spaces, in collaboration with community partners. With increased funding in FY24, the Public Space Lab will expand its Play Streets program, add new public patios, and pursue a range of strategies to partner with residents, businesses, local organizations, and City departments to build on prior successes. The Division is expanding its commitment to arts and cultural planning. Through planning, design, and cultural programming, staff are working to cultivate artistic expression and support a vibrant civic life.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Coordinate with residents, businesses, and other affected parties to conduct planning initiatives addressing zoning, urban design, sustainability, resiliency, housing, economic development, retail mix, and open space.**
-  2. **Work with the Planning Board to review public and private developments and master plans to ensure high quality urban design and sustainable development practices.**
-  3. **Provide park and open space planning, design, and construction supervision services for City parks and other open space initiatives.**
-  4. **Enhance the social value of the public realm by implementing, supporting, and inspiring projects and programs to activate public spaces.**



A public patio in Inman Square

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of district, neighborhood, or site-specific planning processes underway	6	5	7
2	Number of projects undergoing urban design review	47	42	42
3	Number of open space projects in design or construction phase	10	10	10
4	Number of public space interventions implemented	10	10	10

COMMUNITY PLANNING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,491,260	\$1,803,245	\$1,889,865
OTHER ORDINARY MAINTENANCE	\$192,880	\$297,710	\$315,210
TRAVEL & TRAINING	\$0	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,684,140	\$2,101,480	\$2,205,600
FULL-TIME BUDGETED EMPLOYEES	11	12	12

COMMUNITY DEVELOPMENT - ECONOMIC OPPORTUNITY AND DEVELOPMENT

MISSION & SERVICES

The Economic Opportunity and Development Division is committed to building an inclusive and sustainable economy in the City of Cambridge. The Division is responsible for a wide range of activities designed to meet the City's need for a vibrant, innovative, diverse, and thriving economic base that ensures economic opportunity for all.

With the lingering impact of COVID-19, FY24 will continue a period of economic reopening and recovery, necessitating both an expansion of traditional economic strategies, as well as the creation of new strategies to encourage a thriving business ecosystem. New initiatives include a Business Succession Planning series, additional business financial education programs, and events and workshops focused on helping

businesses to become more sustainable, incorporating “circular economy” principles. The Division will also continue work with life sciences and technology companies that are strong supporters of the community and major economic drivers in the city. FY24 initiatives include enhancing opportunities for local procurement and workforce development programs.

In FY24, the Division will continue to provide commercial district support through the Boosting Business Blocks Program (formerly known as Small Business Challenge), working with property owners to activate vacant storefronts, and ongoing collaboration with business associations. Working with the Black, Indigenous, People of Color (BIPOC) Business Advisory Committee, the Division will expand its support for women- and minority-owned, and other historically marginalized businesses through a range of initiatives. Plans include a workshop to develop key skills, direct small business grants and technical assistance, and the celebration of Women’s Business Month and Black Business Month. In FY24, the Division will work interdepartmentally to respond to the outcomes of the City’s Disparity Study, which was initiated to evaluate the City’s goods and services procurement history with women- and minority-owned vendors and identify opportunities, address gaps, and provide recommendations on strengthening relationships with women- and minority-owned vendors.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-   1. **Cultivate a supportive environment for business, with particular emphasis on small, women, and minority-owned businesses. Promote thriving commercial districts and facilitate beneficial connections for local businesses.**
-   2. **Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector.**
-  3. **Market Cambridge as a location for business, maintain a supportive business climate, and strengthen mutually beneficial partnerships with businesses and institutions.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number attending small business workshops, special business events, and receiving startup, expansion, relocation, or business development assistance	267	275	275
1	Businesses that receive facade, signage and lighting, and storefront accessibility improvements	11	14	14
1	Small businesses receiving technical assistance and grants through the Small Business Enhancement Program and Retail Interior Accessibility Program	16	8	10
1	Initiatives and sessions to support local businesses, business associations, and neighborhood groups engaged in supporting local commercial districts	16	16	16

ECONOMIC OPPORTUNITY AND DEVELOPMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$528,750	\$723,765	\$956,015
OTHER ORDINARY MAINTENANCE	\$195,985	\$257,000	\$257,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$724,735	\$980,765	\$1,213,015
FULL-TIME BUDGETED EMPLOYEES	4	5	6

COMMUNITY DEVELOPMENT - ENVIRONMENTAL AND TRANSPORTATION PLANNING



Children at the Paint the Path event

MISSION & SERVICES

The Environmental and Transportation Planning Division promotes livability, community, and environmental health, by developing policies, programs, and projects to increase walking, biking, and transit access; decreasing vehicle trips; planning for new and shared mobility solutions; promoting energy efficiency and clean energy; reducing greenhouse gases and other pollutants; and making the City and its residents and businesses resilient against the future impacts of climate change.

Transportation: In FY24, the Division will advance City priorities for climate and sustainable transportation by providing traffic safety and bike education classes to people of all ages and planning for eliminating greenhouse gases from the transportation sector; continuing design of a new pedestrian and bicycle path between Fresh Pond and Danehy Park; and a re-imagined Linear Path. The Grand Junction multi-use path will advance towards permitting and construction. A Net Zero Transportation planning effort is underway to develop a mode shift and electrification plan that addresses the needs of community members, with a particular focus on engaging with people who have been underheard, underserved, and historically excluded. Other continuing work includes expansion of the Bluebikes system and introducing e-bikes; expanding EV-chargers available to residents; planning for new mobility options and services, such as shuttles; and construction of roadway safety improvements for all modes in collaboration with other City departments.

FY24 efforts will include advancing a connected network of separated bike facilities, Central Square mobility improvements, targeted traffic calming projects, and joint efforts with outside agencies on transit service on the Grand Junction and next steps for introducing new Silver Line service between Chelsea and Cambridge. Consistent with overarching climate and sustainability goals, the Division administers the Parking and Transportation Demand Management (PTDM) Ordinance and supports review of development projects, including the development of new regulatory tools. The Division also engages in multiple regional initiatives, including efforts to reduce airplane noise, and large state infrastructure projects affecting Cambridge including roads, bridges and shared use paths.

The Division will continue to expand its work to educate the community through bike riding and repair workshops for all ages and offering the Safe Routes to School Program in all Cambridge public schools. In FY24, bike riding summer programs for children and youth and fitness and cycling programs for

seniors will be offered in collaboration with the Department of Human Service Programs, expanding successful activities piloted during the pandemic.

Climate & Energy: With increased resources for climate initiatives and the updated Net Zero Action Plan, the Division will continue to prioritize climate change mitigation and the goal to reach carbon neutrality by 2050, as well as preparedness planning, including resilience to heat and flooding impacts. In FY24, climate mitigation initiatives under the updated Net Zero Action Plan will include developing newly integrated decarbonization support programs for all building sizes paired with increased financing opportunities and developing fossil fuel-free construction requirements for new buildings and GHG performance requirements for smaller buildings. The Division will continue to advance opportunities for piloting microgrids and geothermal energy projects. Climate preparedness initiatives through implementation of the Resilient Cambridge Plan include broadening the Climate Leaders program to facilitate community engagement, developing guidelines and resources to support climate-resilient buildings, and continuing work with regional partners through grants to reduce risks from coastal flooding and extreme heat.

In FY24, through the multiple Cambridge Energy Alliance programs, the Division will provide information and resources to help residents and business owners lower energy use and buy clean energy including providing a utility bill helpline. Engagement programs will have a particular focus on serving low-income, low-English proficiency, and other harder-to-reach populations.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Plan, advocate for, and implement measures to enhance safety and encourage walking, bicycling, and public transit use by all segments of the population, including children.**
-  2. **Work to implement major infrastructure projects and transportation demand management programs that promote vehicle trip reduction.**
-  3. **Develop and implement planning strategies, policies, and programs to address barriers to greenhouse gas emission reductions.**
-  4. **Develop and propose preparedness strategies to make Cambridge anticipate and become more resilient to climate change impacts based on vulnerability assessments.**
-  5. **Engage and inspire community members to provide input and, over time, to change behaviors to advance Cambridge's transportation and climate priorities.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Transportation demand management programs that encourage walking, bicycling, and public transit	19	24	25
1	Students trained in the Safe Routes to School Program and high school educational programs (all grades)	820	1,825	1,850
2	Local/regional transportation infrastructure projects that advance the City's environmental, public health, and community livability goals	41	41	40
2	PTDM plans and special permits reviewed and/or monitored for compliance	26	88	103
3	Initiatives to reduce total fossil fuel energy use in buildings and vehicles	18	22	24
3	Initiatives to increase the portion of total energy use supplied by renewables	10	11	10
4	Initiatives to decrease and prepare for climate change risk	8	9	10
5	Initiatives to engage the community in supporting sustainability	28	25	25

ENVIRONMENTAL AND TRANSPORTATION PLANNING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,963,840	\$2,112,655	\$3,074,160
OTHER ORDINARY MAINTENANCE	\$1,446,825	\$1,748,145	\$1,904,145
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,410,665	\$3,860,800	\$4,978,305
FULL-TIME BUDGETED EMPLOYEES	14	17	19

COMMUNITY DEVELOPMENT - HOUSING

MISSION & SERVICES

The Housing Division addresses the housing needs of low, moderate, and middle-income residents through initiatives that create and preserve affordable housing, especially for families with children. The Division offers affordable rental and home-ownership opportunities to residents. It also provides education and counseling services to homebuyers and offers low interest and deferred financing to help owners make necessary home repairs and maintain affordable rents. The Division coordinates with staff from other departments to support the City Council’s goal for safe and affordable housing in Cambridge and works closely with the Affordable Housing Trust to oversee the investment of City funds in affordable housing efforts.

Housing Division staff work with affordable housing partners to develop and advance plans for new affordable housing proposals. In FY24, the Division will continue to move new developments into construction and identify new opportunities to expand the city’s stock of affordable housing and create new affordable homes.

The Division manages the City’s affordable homeownership programs and through the HomeBridge program offers City funding to assist homebuyers earning up to 120% of area median income. The Division also provides access to inclusionary rental housing. In FY24, staff will continue work on recommendations from the recently completed study of resident experience and work to house residents in the more than 200 new inclusionary units now under construction.

In FY24, the City plans to complete a new Incentive Zoning Nexus Study and initiate a new Inclusionary Housing Study. These studies ensure that zoning tools are working optimally within Cambridge’s development climate to advance the City’s affordable housing goals



A rendering of a renovated historic building with a new addition that will create 62 new units of affordable housing on Norfolk Street

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. Increase and preserve the supply of affordable housing in the city.

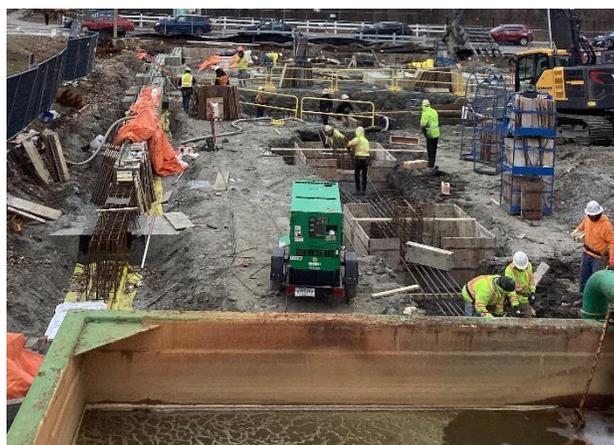
-  2. Offer affordable rental housing to eligible applicants, oversee Inclusionary Housing Program affordable units, and monitor compliance of rental units assisted with City financing.
-  3. Offer first-time homebuyer education and counseling, affordable homes and financial assistance to buyers, and rehabilitation assistance and financing to homeowners.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	New affordable rental units under development and existing units preserved as affordable housing with City financing	190	450	200
1	New affordable homeownership units under development with City financing	8	7	20
1	New affordable inclusionary housing units approved	8	105	100
2	Tenants moving into inclusionary rental housing through CDD	173	175	150
3	Homebuyers purchasing affordable homes through CDD	16	25	20

HOUSING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,894,130	\$2,343,270	\$2,474,720
OTHER ORDINARY MAINTENANCE	\$49,160	\$293,500	\$443,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,943,290	\$2,636,770	\$2,918,220
FULL-TIME BUDGETED EMPLOYEES	16	16	16

COMMUNITY DEVELOPMENT - AFFORDABLE HOUSING PRESERVATION AND DEVELOPMENT



Construction at Rindge Commons

MISSION & SERVICES

In FY24, a budget allocation will once again supplement anticipated Community Preservation Act funds to help the Affordable Housing Trust preserve and create permanently affordable housing for low, moderate-, and middle-income residents. The amount allocated for FY24 reflects a continued allocation comprising building permit fees, short term rental impact fees and other revenue for a total of \$24,645,750.

This allocation, combined with the projected CPA allocation of \$16,460,000 in FY24, results in a total \$41,105,750 for affordable housing. Dedicating City funds to the Affordable Housing Trust will help with efforts to advance the City Council’s affordable housing goals and pursue opportunities to create new affordable units and preserve existing affordable housing.

Prior year funds, appropriated in the Public Investment Fund, were used to finance the construction of 24 units of new affordable housing now underway at Rindge Commons, the acquisition and development of other sites where new housing will be created, and to help homebuyers through the HomeBridge program for residents earning up to 120% AMI.

	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET*
PUBLIC INVESTMENT FUND	\$18,354,155	\$22,945,750	\$0
GENERAL FUND	\$0	\$0	\$24,645,750
CPA FUND	\$14,000,000	\$15,760,000	\$16,460,000
TOTAL	\$32,354,155	\$38,705,750	\$41,105,750

* Projection of FY24 CPA amount

AFFORDABLE HOUSING PRESERVATION AND DEVELOPMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$24,645,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$24,645,750
FULL-TIME BUDGETED EMPLOYEES	0	0	0

COMMUNITY DEVELOPMENT - ZONING AND DEVELOPMENT

MISSION & SERVICES

The Zoning and Development Division provides planning services to support decision-making related to urban development and implementation of land use planning in the City. It promotes consistency in these areas through development review, supporting the Planning Board and other advisory review procedures, coordinating staff review across various departments, and certifying that approval conditions are met.

In FY24, the Division will publish a new Zoning FAQ to help the public better understand and navigate the Cambridge Zoning Ordinance. By expanding capacity in FY24, the Division will continue to deliver effectively in an increasingly busy environment, advancing City Council zoning priorities and responding to ongoing development demand throughout the City. Ongoing initiatives include the development of new zoning for the Alewife area and new Climate Resilience Zoning, resulting from working group processes, and zoning to permit multifamily residential development citywide to effectively meet the city’s housing needs.



Ongoing work at the Kendall Square MBTA Station

Over the last year, the Division reviewed several Affordable Housing Overlay proposals, the Alewife Park development by IQHQ, several buildings in Cambridge Crossing, and the redevelopment of the Kendall Center Mixed Use Development. Adopted zoning amendments include the elimination of off-street parking requirements citywide and increases to the incentive zoning contribution rate for new development.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. As staff to the Planning Board, oversee project review procedures for development proposals in a way that facilitates an inclusive discussion of relevant issues and promotes outcomes that meet the City's planning and urban design objectives.
- 
 2. Develop and advance zoning initiatives that promote the City's development policies and enable the City Council and Planning Board to make informed decisions regarding proposed zoning changes.
- 
 3. Educate and inform the public about the City's current zoning, as well as ongoing planning processes related to urban development.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Development proposals reviewed (Planning Board and advisory)	41	45	50
2	Zoning initiatives developed and/or reviewed	9	16	12
3	Zoning education/information initiatives	1	2	3

ZONING AND DEVELOPMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$699,445	\$691,140	\$914,315
OTHER ORDINARY MAINTENANCE	\$110,545	\$289,500	\$309,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$809,990	\$980,640	\$1,223,815
FULL-TIME BUDGETED EMPLOYEES	5	5	6

DEBT SERVICE

DEPARTMENT OVERVIEW

Debt Service payments cover a wide variety of projects, including sewer reconstruction, street and sidewalk improvements, open space and recreational facility improvements, and renovations to various public buildings, such as the Tobin Montessori and Vassal Lane Upper Schools Project, the Fire Station Headquarters, the Municipal Facilities Improvement Plan and School Improvement Projects.

The following expenditures are included in the FY24 Debt Service budget:

- **Maturing Bonded Debt (\$67,255,200):** This allotment covers the cost of principal payments on the City's existing bonded debt and principal payments on the City's loans from the Massachusetts Clean Water Trust and the Massachusetts Water Resources Authority, which have been used to cover a large portion of the costs of various sewer reconstruction projects.
- **Interest on Bonds (\$21,930,675):** 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.
- **Bond Sale Fees (\$400,000):** Fees include costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements.

On March 1, 2023, the City issued \$83,950,000 in bonds to raise the remaining funds needed for planned capital improvements. The true interest cost of these bonds is 3.06%, with 83% of the bonds scheduled to mature in 10 years (2033). In accordance with the Massachusetts Municipal Modernization Act of 2016, the \$8,350,000 premium that the City received on these bonds will be used to offset bond issuance costs, with the remainder offsetting the cost of the projects.

The \$83,950,000 raised from the 2023 bond sales will support the following capital projects:

- Construction of the Tobin Montessori and Vassal Lane Upper Schools (\$43,090,000)
- Sewer reconstruction (\$34,140,000)
- River Street reconstruction (\$2,685,000)
- Street/sidewalk reconstruction (\$1,795,000)
- Fire Station Headquarters Construction (\$1,790,000)
- East Cambridge Grand Junction Path (\$450,000)

In conjunction with these bond sales, the City received the highest credit rating (AAA) awarded by the three major credit rating agencies: Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. Cambridge is one of approximately 26 cities nationally to receive the highest rating from all three agencies.



Construction on an underground tank in The Port that captured almost 3.5 million gallons of stormwater water during summer 2021

DEBT SERVICE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$26,687,055	\$25,082,145	\$27,112,645
INTERGOVERNMENTAL REVENUE	\$44,575	\$44,640	\$0
MISCELLANEOUS REVENUE	\$9,500,000	\$11,000,000	\$13,500,000
TAXES	\$47,209,445	\$49,139,765	\$48,973,230
TOTAL BUDGETED REVENUE	\$83,441,075	\$85,266,550	\$89,585,875
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$67,270	\$70,000	\$400,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$82,041,070	\$86,866,550	\$89,185,875
TOTAL BUDGETED EXPENDITURES	\$82,108,340	\$86,936,550	\$89,585,875
FULL-TIME BUDGETED EMPLOYEES	0	0	0

HISTORICAL COMMISSION

DEPARTMENT OVERVIEW

The Cambridge Historical Commission (CHC) was established in 1963 "to promote the educational, cultural, economic, and general welfare of the public through the preservation and protection of ... [significant] buildings and places" (MGL chapter 40C) and has jurisdiction over two historic and four neighborhood conservation districts comprising more than 3,000 buildings, as well as 48 landmarks and 43 individually restricted properties. It administers the citywide Demolition Delay Ordinance, which pertains to buildings at least 50 years old and allows a 12-month delay to explore preservation alternatives. The CHC maintains public monuments and historic markers and works with community groups, public agencies, property owners, and the general public on matters relating to local history and historic preservation.

The CHC's Preservation Grants program is funded through the Community Preservation Act and supports historic preservation projects across the city by affordable housing agencies, income-eligible homeowners, and nonprofit organizations with significant properties. The annual Cambridge Preservation Awards celebrate 12-15 outstanding local projects.

CHC's dynamic public archive focuses on the architectural and social history of Cambridge and comprises atlases, manuscripts, photographs, and ephemera; an architectural inventory of the city's approximately 13,000 buildings; biographical, business, and municipal files. Near-daily social media posts explore stories of architects and architecture, neighborhood development, and family histories.



HISTORICAL COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$831,280	\$956,685	\$1,040,215
TOTAL BUDGETED REVENUE	\$831,280	\$956,685	\$1,040,215
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$758,790	\$909,375	\$979,465
OTHER ORDINARY MAINTENANCE	\$32,805	\$57,050	\$59,300
TRAVEL & TRAINING	\$1,040	\$1,450	\$1,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$792,635	\$967,875	\$1,040,215
FULL-TIME BUDGETED EMPLOYEES	6	7	7

HISTORICAL COMMISSION - ADMINISTRATION

MISSION & SERVICES

Commission highlights in FY23 include:

- Following the completion of the CHC's study, the City Council voted to designate the Maria L. Baldwin House, 196 Prospect Street, as a City Landmark.



The newly renovated Foundry building

- Staff and Indigenous advisors are working on a FY23 Participatory Budget-funded project to add Indigenous languages to city signs to acknowledge the history and continued presence of Indigenous peoples. An Indigenous historian is writing inclusive texts for CHC history stations in Winthrop Square that will encompass the experiences of Indigenous peoples and African Americans pre- and post-European settlement.
- CHC commissioners reviewed the Final Report of the East Cambridge Neighborhood Conservation District (NCD) Study Committee, approved its recommendation to establish a new NCD, and submitted its recommendation to the City Council.
- The Survey of Architectural History in Cambridge has been converted to an online searchable database that will go live in summer 2023.
- Archivists digitized Rent Control records, processed an extensive collection of early 20th century correspondence from a prominent real estate firm, and acquired a complementary collection of documents from a multi-property tenement owner.
- The Cambridge Black History Project, with assistance from CHC staff, published a series of illustrated bookmarks that celebrate the lives and achievements of 15 trailblazing Black Cantabrigians. The bookmarks are distributed free of charge to Cambridge public and school libraries. More bookmarks and public programs will debut in 2023.

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. **Protect significant buildings and neighborhoods, including properties in historic and neighborhood conservation districts and city landmarks, through regulatory review at public hearings. Support affordable housing through CPA-funded grants to housing agencies and eligible homeowners.**



2. **Ongoing improvements to public accessibility of online collections, including updates to and maintenance of architectural survey and archive/library collections databases. Expand scope of collections and establish inclusive cataloguing descriptions.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Update Cambridge architectural survey to document 21st century changes to the built environment and add to digital database.	n/a	n/a	48%
2	Develop training for City staff and members of the public on effective use of online architectural survey.	n/a	n/a	82%
2	Update collection research aids and post to ArchivesSpace.	n/a	n/a	67%

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$758,790	\$909,375	\$979,465
OTHER ORDINARY MAINTENANCE	\$32,805	\$57,050	\$59,300
TRAVEL & TRAINING	\$1,040	\$1,450	\$1,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$792,635	\$967,875	\$1,040,215
FULL-TIME BUDGETED EMPLOYEES	6	7	7

PEACE COMMISSION

DEPARTMENT OVERVIEW

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, faith communities, nonprofit organizations, and the community as a whole to promote constructive dialogue, foster understanding, and promote resilience.



Officially the "Cambridge Commission on Nuclear Disarmament and Peace Education," the Peace Commission was established in 1982 to address issues of war and peace in the age of nuclear weapons. Today, the Commission continues to advance peace and justice within Cambridge by building resilience through stronger connections and understanding among all communities.

When a city – supported by municipal agencies, faith communities, nonprofit organizations, and concerned and engaged individuals – actively builds connections and strengthens relationships, sustainable positive change can occur. To this end, the Peace Commission supports efforts that increase awareness, mobilize communities, and activate residents to create a safe, healthy, connected, and supportive city. The Commission recognizes and sustains the powerful link between relationships, dialogue, and understanding to enhance the Cambridge community.

PEACE COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$23,450	\$23,450	\$23,450
TAXES	\$159,470	\$196,415	\$204,775
TOTAL BUDGETED REVENUE	\$182,920	\$219,865	\$228,225
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$194,155	\$183,895	\$216,050
OTHER ORDINARY MAINTENANCE	\$460	\$9,125	\$9,125
TRAVEL & TRAINING	\$2,285	\$3,050	\$3,050
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$196,900	\$196,070	\$228,225
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PEACE COMMISSION - ADMINISTRATION

MISSION & SERVICES

The Peace Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community.

The Commission works with numerous City departments on collaborative efforts to support diversity, equity, and inclusion efforts, and to respond to local and national events that have an impact on

Cambridge. The Commission also develops and organizes public programs and events, with the active participation of a diverse set of Commission Members. Those events include annual commemorations of Dr. Martin Luther King, Jr. and the Holocaust, and the annual Meet Your Neighbor Day every September. Over the last year, the Peace Commission has been able to resume in-person events including:

- Reestablishing Meet Your Neighbor Day – a Cambridge-specific approach to building connections and community – as a large-scale citywide initiative, with more than two dozen events, gatherings, and neighborhood activities engaging hundreds of people;
- Relaunching the City’s Martin Luther King Day Commemoration and Remembrance as an in-person event, a diverse community gathering built around Dr. King’s words calling for peace, justice, and transformation, providing an opportunity for people to come together and reflect on how his legacy informs the challenges currently faced by the community and society at large; and
- Working collaboratively with the Office of the Mayor and the Cambridge-Yerevan Sister City Association to hold the 35th Anniversary celebration of the official relationship between the two cities and the ongoing ties between them.

Peace Commission staff have supported several City of Cambridge committees and collaborative efforts including:

- Providing staff support and strategic planning expertise to the Citizens' Committee on Civic Unity in its work to foster fairness, equity, unity, and mutual understanding among all people in Cambridge;
- Supporting outreach to and engagement with the American-born Black community in Cambridge as part of the ABBOT Steering Committee of the City’s Community Engagement Team;
- Co-Chairing the Community and Social Resilience working group for the Cambridge Community Health Improvement Plan (CHIP) in its work to promote connectiveness and engagement, opportunities to establish a structured, coordinated response within the city for emergency preparedness, and to develop best practices and identify alternative means for engaging community members in public processes to get diverse input from the community;
- Continuing a leadership role in the Cambridge Community Resilience Network, collaboratively building on previous work in continued partnership with the Cambridge Public Health Department, Police Department, Department of Human Service Programs (DHSP), City Manager’s Office, Emergency Communications, and the Cambridge Public Schools; and
- Working with the Police Department and local clergy to convene the Police Chaplaincy Program to promote community healing and to support victims, community members, and first responders.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Work with community groups and faith communities on issues of peace, social justice, and community building, providing a bridge to City government and creating greater understanding and dialogue.**
-  2. **Respond to traumatic events affecting the community in ways that build resilience through strengthening relationships, supporting dialogue, and enhancing understanding.**
-  3. **Create and support citywide and neighborhood-based cross-sector partnerships and collaborations to promote diversity and inclusion, and to build stronger connections and understanding throughout the community.**
-  4. **Support and maintain Cambridge's Sister City relationships and connect them to related communities and other interested individuals within the city.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities	12	12	14
3	Participants at community-wide events and public commemorations to promote diversity and inclusion and build stronger connections and understanding, as well as gatherings in response to traumatic events	325	675	750
4	Community building events, public forums and educational meetings, presentations, and workshops on issues of local and global concern, including Cambridge's Sister Cities	12	30	35

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$194,155	\$183,895	\$216,050
OTHER ORDINARY MAINTENANCE	\$460	\$9,125	\$9,125
TRAVEL & TRAINING	\$2,285	\$3,050	\$3,050
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$196,900	\$196,070	\$228,225
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PUBLIC WORKS

DEPARTMENT OVERVIEW

The Department of Public Works implements City goals – such as Net Zero Emission facilities and operations, enhanced capacity for resilience, safe and sustainable transportation, and access to high-quality open spaces – through its high-quality day-to-day services, program implementation, and capital investments.

Working Toward Net Zero Operations and Facilities

Public Works continues to be a partner in the City’s efforts to achieve net zero greenhouse gas emissions. In 2016, the City adopted a target of reducing greenhouse gas emissions from City operations in 2020 to 30% below a 2008 baseline, with a 35% stretch goal. It achieved the stretch goal in 2019 with a reduction of 36%, one year ahead of schedule. The City is working to set a new 2030 GHG emissions target for municipal operations by the end of 2023 in support of the City’s Net Zero Action Plan.

A major component of reaching municipal operations GHG targets will be the procurement of a 100% renewable electricity supply for all City facilities, which would reduce emissions from municipal operations down to 70% below the 2008 level by early 2026.

High-Performing City Buildings

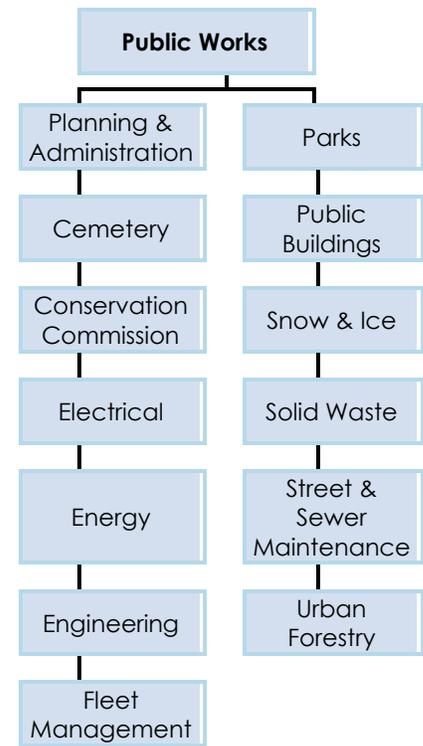
The Department of Public Works has added 73,000 square feet of building space to its management portfolio, including 689 Mass Ave, leased spaces at 5 Bigelow and Mooney Street, common areas at the Foundry, and renovated space at the Simard Building at 147 Hampshire St, which will reopen after reconstruction as an all-electric building.

Public Works continues to plan and manage renovations to the City’s municipal buildings to provide high-performing facilities for staff, occupants, the public, and the broader environment. During FY23, funding supported renovations at Lexington Avenue Firehouse and slab replacement at the Third Street electrical shop. Ongoing projects include: City Hall Annex geothermal well system upgrades and building envelope improvements, City Hall facade repairs, HVAC upgrades at the Moses Youth Center, renovations to DPW facilities, and improvements at several firehouses, including Lafayette Square, East Cambridge, and Taylor Square.

Public Works continues to perform energy-efficiency retrofits at public buildings. Energy saving LED lighting can save 30% to 60% in lighting electricity and is an affordable way to quickly reduce energy use. During FY23, the City converted inefficient lighting to LED’s in large buildings, including the Healy Public Safety, Main Library, Citywide Senior Center and Alice K Wolf buildings, the Longfellow-Broadway School, and four school gymnasiums.

In FY24, lighting upgrades will be completed at the First St Garage, with a new project beginning at Cambridge Rindge & Latin High School. FY24 work will save close to 400,000 kilowatt-hours (kWh) per year, almost enough electricity to power City Hall for a year and save approximately \$70,000 in electricity costs annually.

On-site solar generation continues to be an important part of the City’s renewable energy portfolio, providing 6% of all electricity used by municipal operations in FY23. Keeping photovoltaic (PV) systems



in top operating condition ensures that they generate the maximum amount of energy. The FY24 budget includes funds to support a comprehensive program to maintain all City-owned solar PV systems.

Modernizing and Greening the Fleet

The City has made significant strides in reducing greenhouse gas emissions and electrifying the fleet. In 2021, citywide emissions from the municipal fleet were 19% lower than the 2008 vehicle baseline.

In FY23, the City issued a citywide Clean Fleet Policy to accelerate the transition to electric vehicles. The policy contains greenhouse gas emission targets, acquisition guidelines and a plan for the installation of charging stations and electrical infrastructure. While working to accelerate the adoption of electric vehicles, the policy also ensures that vehicles will be able to perform the necessary functions such as 24/7 snow operations and have charging infrastructure available.

FY24 funding will support operating and maintaining approximately 26 new electric vehicle charging stations to the current portfolio of 15 charging stations. A portion of the costs will be offset by user fees.

The City has added or is awaiting delivery of 26 zero emission or plug-in hybrid vehicles. Examples include three all-electric rubbish packers currently on order, three plug-in hybrid rubbish packers, one electric passenger van, 3 all-electric cargo vans, three Police Department vehicles, 2 F-150 Lightning Fire Department vehicles, 11 plug-in or battery electric passenger vehicles, and three fire apparatus with electric Auxiliary Power Units.

The City has also accelerated the acquisition of low or zero emission vehicles consistent with the new Clean Fleet Policy by entering into an agreement to lease vehicles across multiple departments. These vehicles include battery electric passenger vehicles, cargo vans and pickup trucks across a variety of manufacturers.

Zero Waste Master Plan

Reducing the amount of trash that is landfilled is a key component of reducing overall climate-changing emissions. Cambridge has reduced the average weekly trash set out per household per week from 22.8 pounds in baseline year 2008 to 15.6 pounds in 2022, a 32% reduction. The next milestone goal will be to reduce trash to 12 pounds per household per week by 2030.

The City's Zero Waste Master Plan (ZWMP) coordinates efforts aimed at reducing residential trash 80% by 2050 to 4 pounds per household per week. Since 2018, the Solid Waste Division has launched or expanded 10 programs as recommended by the ZWMP to decrease trash in both the residential and commercial sector. In FY24, the Solid Waste Division will update the ZWMP to identify additional ways to support the Department's actions to achieve these goals.

In FY23, DPW's Solid Waste Division focused on increasing participation in the City's curbside compost program and other waste diversion programs. Between FY22 and FY23, the curbside compost program increased diversion by more than one ton per day, a 15% increase.

In 2022, more than 160 tons of textiles were recovered from the trash through the City's textile recovery program. That same year, Massachusetts enacted a statewide ban on disposal of textiles in the trash.

In November 2022, the City expanded the Small Business Compost Pilot to 11 more businesses. More than 75 food-service businesses now participate in the free curbside collection program for food waste. Between the Small Business Compost Program and the Small Business Recycling Program, the average participating business reports saving \$200-300 per month for each service. In 2022, the City helped small businesses save \$900,000 in total waste disposal costs, while reducing trash sent to landfills.

Climate Resilience

The Resilient Cambridge Plan is the City's roadmap to reduce the risks from climate change and prepare the community for impacts that cannot be avoided. The Plan focuses on the threats from increasing temperature, precipitation, and sea level rise. Stronger infrastructure is one of the four core strategies in the Plan and is a core mission of the Department of Public Works.

Flood protection

As the frequency and intensity of precipitation increases with climate change, the City continues to make major investments in flood resilient infrastructure. The City has constructed 12 underground stormwater storage systems over the last 20 years at locations on Hovey Avenue, Scott Street, Wendell Street, Broadway (Main Library), Museum Street, Danehy Park, New Street, Francis Avenue and, most recently, Parking Lot 6 in The Port. Collectively, these facilities can hold a total of over two million gallons of storm water. These facilities provide significant flood protection for the Port, Baldwin, and Mid-Cambridge neighborhoods and the work to reduce the impacts of flooding on the community continues.

The Port Infrastructure Project is a multi-phased program to reduce the frequency and extent of flooding and improve infrastructure in The Port neighborhood. The program will rehabilitate existing infrastructure, construct one underground sewer tank and an additional underground stormwater tank with more than 1 million gallons of storage, support public art in the neighborhood, and reconstruct the streets and sidewalks with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the UFMP. The Port Working Group is working with the project team to develop street and sidewalk designs, park designs, and implement the additional stormwater and sewer storage.

As part of the ongoing construction at the Tobin Montessori Vassal Lane School, a 1.25 million-gallon stormwater holding system and a 100,000-gallon rain garden are being constructed. This infrastructure will reduce flooding on Concord Avenue and in the Vassal Lane/Standish Street area and was identified in the Alewife Preparedness Plan as key to improving the resiliency of the Alewife neighborhood to climate change.

The City's climate resiliency efforts also include a regional approach to addressing the impact of sea level rise. With continued sea level rise and larger storm events, the Amelia Earhart and Charles River dams will no longer provide sufficient protection and significant areas of Cambridge will be vulnerable to coastal flooding. Working through the Resilient Mystic Collaborative and with the Town of Arlington, the City is leading efforts to implement regional interventions to reduce the risk of coastal flooding in Cambridge and 11 other communities. The Mystic and Charles Regional Flood Interventions Project was awarded a \$750,000 congressionally-directed FEMA Pre-Disaster Mitigation Program planning grant to continue this work. The Regional Coastal Interventions will protect over 108,000 residents and over \$60 billion of real estate in 12 communities including more than 36,000 residents in Cambridge, from coastal flooding associated with sea level rise and larger ocean storms.

Mitigating Extreme Heat

A healthy urban forest remains key to mitigating extreme heat associated with climate change. The City continues to implement the Urban Forest Master Plan (UFMP), which guides the development of Cambridge's tree assets into the future. During FY23, Public Works reached the UFMP recommendation of planting 1,000 trees annually. Next year, the City expects to exceed that recommendation and will plant 1,200 trees annually. In order to increase the long-term survival of newly planted trees, Public Works has improved pre-planting soil preparation, supervision of the planting process, and post-planting watering and other aftercare.

During FY23, the City of Cambridge collaborated with Biodiversity for a Livable Climate to plant a second Miyawaki Forest. The 1,400 square foot forest is located in Greene-Rose Heritage Park in The Port. A Miyawaki Forest offers an opportunity to reestablish healthy forests in urban environments. They mitigate the urban heat island effect, support biodiversity, buffer against flooding and erosion, help balance water cycles to fight drought conditions, and sequester carbon. The Miyawaki Forest at Greene-Rose Park includes plants significant to Northeast Indigenous communities and was planted with the help of volunteers from the Cambridge community.

In FY23, Public Works published UVM's fourth Canopy Assessment. The report shows that canopy cover within Cambridge is trending in the right direction. Increasing the canopy is a long-term process that will require significant investment, but the most recent data is encouraging.

Safe and Sustainable Transportation

Public Works' Five-Year Street and Sidewalk Plan allows the Department to design and construct Complete Streets that safely accommodate all users— pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities. Several particularly large and significant projects underway include River Street, Central Square, and the MassAve Partial Construction Project (separated bike lanes on Massachusetts Avenue between Harvard Square and Alewife Brook Parkway).

The River Street project began construction in 2022 and will continue throughout the next several years. This project includes sewer and stormwater infrastructure improvements and surface enhancements on River St. between Memorial Dr. and Central Square, including Carl Barron Plaza. Project improvements include replacement of City utilities (sewer, drain and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new pedestrian scale streetlights, new street trees, a separated bike lane, and a redesigned Carl Barron Plaza with high quality bus shelters. The design of the improvements along this critical corridor was developed in conjunction with a 16-member Working Group.

In FY23, the design of surface enhancements and sewer and drainage infrastructure improvements in Central Square on Mass. Ave. between Bigelow Street and Sidney Street began. Project improvements will include rehabilitation of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new street trees, separated bike lanes, enhanced transit amenities for the key bus stops along the corridor, and will be integrated with the River Street and Carl Barron Plaza improvements. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan. Consistent with the Cycling Safety Ordinance, the construction will begin by December 31, 2025.

An FY24 appropriation will support the construction of separated bike lanes on Massachusetts Avenue between Harvard Square and Alewife Brook Parkway (Mass Ave Partial Construction). The improvements will include separated bike lanes, removal of much of the median to support maintaining one side of active curb use such as outdoor dining/parking/loading; pave the street; construct new curb ramps and crossing islands for pedestrians; install new traffic signals; and construct new curb ramps for accessibility. The detailed designs will be developed through a comprehensive community process, including a working group, that will consider the needs of the various users of the Avenue, while meeting the requirements of the Cycling Safety Ordinance.

Accessible, High Quality Open Spaces

Reconstruction of East Cambridge Parks and Sennott Park

During the past several years, design and construction has been underway on parks associated with the Eastern Cambridge/Kendall Square Open Space (ECKOS) Study process. This program seeks to integrate planned new open spaces into the existing open space system in Kendall Square and eastern Cambridge and provide a network of well connected, managed and programmed parks and open spaces that serve a variety of users, and provide a range of experiences and environments.

During FY23, construction was completed at Triangle Park. Located between Binney Street, First Street, and Edwin H. Land Boulevard, this new passive park emphasizes tree planting in an area of the city that has relatively less tree canopy. The design provides over 400 new tree plantings and seating opportunities around the site.

During FY24, construction will be completed at Binney Street Park. This new park is bound by Binney Street, Galileo Galilei Way, Broadway, and the Grand Junction rail corridor. The design includes a segment of the planned Grand Junction Greenway shared use path, two fenced dog runs for large and small dogs, a hardscape plaza, and new tree and groundcover plantings.

In The Port neighborhood, Phase 1 of the Sennott Park improvements were completed in FY23, including the basketball courts, tot lot, fitness center, and water play area. The remaining Phase 2 work will be completed in FY24, and includes field regrading and drainage installation, irrigation improvements, resodding, a perimeter pathway, and plantings. Park improvements at Clement Morgan Park and Anthony Paolillo Tot Lot are being designed in conjunction with the Port Infrastructure Project and the Port Working Group.

In coordination with the Department of Human Services Programs, girls youth softball field improvements were completed at Danehy Park in FY23. These improvements focused on work that could be completed quickly, including surface drainage improvements, new fencing, replacing the stone infield material with traditional infield clay, and new bleachers and team area benches.

Park Maintenance Programs

High-quality ongoing maintenance programs ensure that new parks remain in top condition over time. To that end, Public Works' FY24 budget includes an increase to the maintenance budget, as well as additional funds to maintain the newly acquired athletic field at Fresh Pond Parkway and Larch Road.

For other existing parks, DPW's Parks capital budget funds a new parks restoration and improvements program, including playground rubber surface replacement, playground equipment repair, hardcourt surface renewal, and athletic field renewal. In addition, Public Works' FY24 budget includes funding for urban meadow establishment and maintenance to provide native habitats that support a variety of pollinators.

Cambridge Cemetery Improvement Planning

One of the largest open spaces in the city is the 66-acre Cambridge Cemetery. A Cambridge Cemetery capital improvement planning effort will be developed in FY24, collaborating with the Cemetery Master Plan Working Group. The plan includes a review of available areas throughout the Cemetery that are too small for traditional full burial lots, and a consideration of alternatives such as cremation burial areas (including niches and scattering areas) and an aesthetically pleasing memorial wall. There will also be opportunities to beautify the Cemetery by possibly narrowing roads, installing new plantings, and adding trees. In FY23, Public Works completed a slope stabilization project on the east side of the cemetery.

Building the DPW of the Future

Investing in People

In December 2022, the Electrical Department joined the Department of Public Works and this addition will continue to support the Department, as they provide enhanced electrical services across the city. The FY24 budget will support critical City infrastructure including street lighting, municipal fire alarm, lighting in parks, municipal buildings, emergency call boxes, electric charging stations for public use, and City fiber optic cable networks.

In FY23, Public Works implemented a pilot uniform project in the Fleet Maintenance and Cemetery Divisions. The uniforms provide improved safety by ensuring employees wear durable clothing appropriate for their work and ensure a professional appearance. Based on the successful rollout of this pilot, the Department will be expanding this program in FY24.

In FY23, Public Works expanded its successful Frontline Supervisory Leadership Training to an additional 40 supervisors. The Supervisory Leadership Training benefits employees in two ways. The diverse group of supervisors who participated are better prepared to apply for and to succeed in higher level positions within the Department and elsewhere in the City and the training increases the chance that all DPW employees will receive higher-quality supervision and management on a daily basis.

Beginning in 2022, Public Works collaborated with the Department of Human Service Programs to launch an 18–24 month apprenticeship program for four successful graduates of CambridgeWorks or other workforce development programs. The apprentice program is structured to create opportunities for Cambridge residents with barriers to employment to have stable, short-term jobs and opportunities for longer term career development; will support City Anti-Racism, Diversity, Equity & Inclusion initiatives around City workforce and resident job opportunities; and helps provide a pipeline of entry-level workers in fields that are hard to fill at DPW. Apprentices receive training and mentoring, in addition to full-time benefitted employment. Apprentices are assigned to urban forestry, parks, street and sidewalk construction, and sewer maintenance, and this program will continue in FY24. The apprentice program will be expanded to include participants at the Water Department and Inspectional Services in FY24.

Renovations at the DPW Yard

While the scope of responsibilities covered by Public Works continues to increase, the space available for operations in the DPW Yard at 147 Hampshire Street remains crowded and has significant deferred maintenance issues. Construction is currently underway for improvements at 147 Hampshire Street with the renovation of the Simard Building. This project will be completed in October 2024 and includes expanded office space and improved storage and shop space. The project includes the installation of rooftop solar panels and geothermal wells to eliminate the use of fossil fuels for heating and hot water.

Since construction began on the Simard Building, Public Works has leased yard space and offices on Mooney Street. These facilities provide a swing space during the Simard Building improvements, as well as much needed operational space for the equipment and materials required to implement program and service expansions (such as compost collection, standardized trash receptacles, and roadway maintenance associated with new bike infrastructure). However, the Mooney Street location will only be available for another year or two. It is anticipated that significant, large capital improvements will be needed at other buildings at 147 Hampshire Street and in the Yard in coming years. Even with major site improvements and building reconstruction, the need for operational space cannot be fully met at 147 Hampshire Street, and the City will continue to seek out additional space for lease or purchase.

PUBLIC WORKS DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$3,714,100	\$9,423,480	\$9,140,005
INTERGOVERNMENTAL REVENUE	\$1,523,925	\$1,523,925	\$1,523,925
LICENSES AND PERMITS	\$2,578,175	\$2,248,000	\$1,800,000
MISCELLANEOUS REVENUE	\$1,041,880	\$1,296,835	\$1,329,280
TAXES	\$46,895,450	\$51,170,095	\$55,301,380
TOTAL BUDGETED REVENUE	\$55,753,530	\$65,662,335	\$69,094,590
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$34,038,535	\$34,961,895	\$38,776,185
OTHER ORDINARY MAINTENANCE	\$23,427,395	\$25,338,985	\$28,460,045
TRAVEL & TRAINING	\$472,830	\$434,660	\$383,360
EXTRAORDINARY EXPENDITURES	\$1,015,975	\$1,475,000	\$1,475,000
TOTAL BUDGETED EXPENDITURES	\$58,954,735	\$62,210,540	\$69,094,590
FULL-TIME BUDGETED EMPLOYEES	261	268	272

PUBLIC WORKS - PLANNING & ADMINISTRATION

MISSION & SERVICES

The Planning & Administration Division supports the activities necessary to ensure Public Works functions as a cohesive organization. Major program areas include Fiscal Operations, Budget, Payroll, Safety, Human Resources, Community Relations, Operations Management, and Technology. The Division continually reevaluates business practices and operations to ensure that Public Works maximizes service delivery and customer satisfaction while minimizing costs.

Public Works' comprehensive employee safety program includes policy development, process improvement, training, and equipment inspections and investments to reduce workplace accidents at DPW as well as the Water and Traffic, Parking & Transportation departments.

Additional positions will support community relations and energy programs.



Workers receiving training on proper snow shoveling techniques to reduce risk of injury

PLANNING & ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,399,375	\$3,431,620	\$4,151,810
OTHER ORDINARY MAINTENANCE	\$2,215,645	\$2,904,770	\$3,057,610
TRAVEL & TRAINING	\$307,820	\$415,800	\$378,970
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,922,840	\$6,752,190	\$7,588,390
FULL-TIME BUDGETED EMPLOYEES	24	26	27

PUBLIC WORKS - CEMETERY



Plantings at the Cambridge Cemetery

MISSION & SERVICES

The Cemetery Division is responsible for gravesite preparation, burial services, landscaping, maintenance, and customer service at the Cambridge Cemetery's 66-acre site on Coolidge Avenue. The Cemetery is the final resting place for more than 2,400 veterans, including two Medal of Honor recipients. Cemetery operations include burials, landscaping, and the repair of monuments. The Division continues to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, and not requiring cement vaults for burials.

CEMETERY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,240,775	\$1,243,580	\$1,372,485
OTHER ORDINARY MAINTENANCE	\$174,565	\$290,300	\$322,015
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,415,340	\$1,533,880	\$1,694,500
FULL-TIME BUDGETED EMPLOYEES	10	10	10

PUBLIC WORKS - CONSERVATION COMMISSION

MISSION & SERVICES

The Conservation Commission administers the Massachusetts Wetlands Protection Act (MWPA) and the Commonwealth's Stormwater Management Policy. The Conservation Commission Director works with the seven-member volunteer Commission to fulfill the statutory requirements of the MWPA, including conducting public hearings to review, permit, and maintain compliance of projects in and around Cambridge's wetlands, floodplains, and bodies of water. The Director manages the Community Garden Program, serves on numerous boards and commissions ensuring urban agriculture and conservation issues are prioritized, and is the City's National Flood Insurance Program Coordinator.

CONSERVATION COMMISSION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$178,210	\$186,805	\$189,940
OTHER ORDINARY MAINTENANCE	\$290	\$1,000	\$6,000
TRAVEL & TRAINING	\$820	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$179,320	\$189,305	\$197,440
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PUBLIC WORKS - ELECTRICAL

MISSION & SERVICES

In FY23, the Electrical Department was merged into DPW as a new division. This will provide more administrative and technical support to the Electrical team as it continues to provide excellent service across the city. It will also support planning and implementation around electrification of City buildings and the municipal fleet.

The Division oversees street lighting and the municipal fire alarm system, maintains lighting in all parks and outdoor recreation areas in the city, and provides electrical maintenance and construction services to all municipal buildings. The Division installs and repairs communication systems such as public emergency call boxes, fiber optic cable networks, and cabling for local area networks within City buildings. The Division also oversees the installation of cables, conduits, and equipment by utilities and other contractors over and within public ways.

ELECTRICAL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,778,755	\$1,769,975	\$2,392,955
OTHER ORDINARY MAINTENANCE	\$545,860	\$986,810	\$1,862,185
TRAVEL & TRAINING	\$163,985	\$15,170	\$0
EXTRAORDINARY EXPENDITURES	\$17,055	\$75,000	\$75,000
TOTAL BUDGETED EXPENDITURES	\$2,505,655	\$2,846,955	\$4,330,140
FULL-TIME BUDGETED EMPLOYEES	14	14	14

PUBLIC WORKS - ENERGY

MISSION & SERVICES

The Department of Public Works contributes toward the City’s objective to become carbon neutral by 2050, working to reduce energy consumption and facilitate the transition to a renewable energy supply. Public Works analyzes City energy and fuel use and expenses, implements energy efficiency projects, supports the development of resource-efficient and climate-resilient municipal operations, provides Building and Energy Use Disclosure Ordinance reporting for municipal facilities, works to electrify heating and cooling systems and install high-efficiency equipment through building renovations and retrofits, and supports the greenhouse gas-reducing initiatives of the City’s Clean Fleet program.

ENERGY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$2,339,125	\$2,600,585	\$2,938,370
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,339,125	\$2,600,585	\$2,938,370
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC WORKS - ENGINEERING

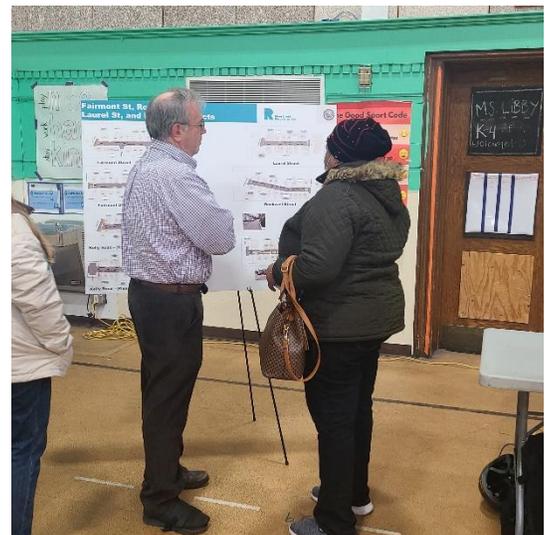
MISSION & SERVICES

The Engineering Division manages sewer and stormwater infrastructure and programs, as well as improvements to streets, sidewalks, and open spaces. The Division also supports the Conservation Commission, infrastructure information, and permitting.

Twenty-five years of major investment in sewer and stormwater infrastructure and maintenance has significantly improved the quality of water discharged to the Charles River, the Little River, the Alewife Brook, the Mystic River, and the Boston Harbor. The amount of combined sewer overflows has decreased to the Charles River by 98% and Alewife Brook by 85%.

Public Works is working collaboratively with the City of Somerville and the Massachusetts Water Resources Authority to develop updated Combined Sewer Overflow (CSO) Control Plans that will manage the discharge of remaining CSOs up to and including full CSO elimination. These plans are being developed using future rainfall projections based on climate change in a first-of-its-kind, data driven process.

Continued investment in infrastructure and maintenance programs provides a more reliable system that better serves residents, who experience fewer backups, reduced flooding, and fewer emergency repairs.



Community Meeting on River St project.

The Engineering Division also manages the City’s Complete Streets Program, which prioritizes: locations where street, sidewalk, and bike infrastructure is in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, or senior centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the City's Bike Plan; and locations with tree/sidewalk conflicts. The program provides high quality streets for all users in support of the City's commitment to Vision Zero.

Additional staff positions support the department’s long-term commitment to the sewer and stormwater infrastructure programs, which is increasingly important with climate change.

ENGINEERING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,284,430	\$3,375,675	\$4,496,270
OTHER ORDINARY MAINTENANCE	\$619,265	\$834,870	\$1,368,170
TRAVEL & TRAINING	\$0	\$1,690	\$1,690
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,903,695	\$4,212,235	\$5,866,130
FULL-TIME BUDGETED EMPLOYEES	22	27	27

PUBLIC WORKS - PARKS



Renovated basketball court at Kennedy Longfellow School.

MISSION & SERVICES

The Parks Division maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. The Division ensures that parks are safe, clean, attractive, and have been properly prepared for sports activities and other special events.

The Division oversees the installation, renovation, and maintenance of landscape beds, playing fields, playground structures, and water features throughout the city. Staff coordinate with the Conservation Commission Director to support the City's Community Garden Program, and with local businesses and community groups to maintain beautification programs in City squares. The Division also works closely with the Community Development Department, the Commission for Persons with Disabilities, the Recreation Division of the Department of Human Service Programs, and the Committee on Public Planting.

PARKS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,483,040	\$3,585,715	\$3,938,055
OTHER ORDINARY MAINTENANCE	\$2,304,580	\$2,682,225	\$2,666,225
TRAVEL & TRAINING	\$205	\$0	\$700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,787,825	\$6,267,940	\$6,604,980
FULL-TIME BUDGETED EMPLOYEES	29	29	29

PUBLIC WORKS - PUBLIC BUILDINGS

MISSION & SERVICES

Public Buildings Division staff provide carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating, and ventilation services for 35 City buildings, and custodial services to 13 buildings. In the broader community, the Division staff supports approximately 75 public events annually by setting up staging and a public address system and by fabricating temporary and permanent signage.

PUBLIC BUILDINGS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$5,570,005	\$5,483,105	\$5,371,335
OTHER ORDINARY MAINTENANCE	\$1,914,540	\$2,085,720	\$2,767,945
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,484,545	\$7,568,825	\$8,139,280
FULL-TIME BUDGETED EMPLOYEES	44	42	42

PUBLIC WORKS - SNOW & ICE

MISSION & SERVICES

Public Works maintains safe, unobstructed public ways during the winter months. Each year, the Department continues to increase the scope of its snow operations to include more snow clearing of pedestrian areas, bus stops, and crosswalks; removing snow from high priority locations; and creating access for cyclists during the winter months. Salting and plowing operations cover 125 miles of roadway and more than 23 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high-volume bus stops, parks, and other public areas. The brine mixing station at Danehy Park also allows the Department to effectively pre-treat icy roads with products that are healthier for the environment than traditional



Clearing snow from sidewalks

road salt. Public Works also promotes sidewalk snow and ice clearance by private property owners, investigates complaints, and issues citations for sidewalks that have not been cleared.

SNOW & ICE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$562,270	\$382,975	\$192,755
OTHER ORDINARY MAINTENANCE	\$2,593,725	\$767,000	\$237,090
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,155,995	\$1,149,975	\$429,845
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC WORKS - SOLID WASTE

MISSION & SERVICES

The Solid Waste Division provides trash, recycling, compost, and street cleaning services to improve the cleanliness of the City and to promote a decrease in trash disposal. The Division manages weekly curbside pickup of single-stream recycling, trash, organics, and yard waste (from April through December), as well as special pick-ups for seasonal Christmas trees, large appliances, and household hazardous waste. The Solid Waste Division ensures clean public ways through citywide mechanical street sweeping and more intensive street sweeping, sidewalk cleaning, and litter collection in the city's squares, including on nights, weekends, and holidays. Crews conduct regular power-washing of public area trash and recycling receptacles and operate a graffiti removal program.



Celebrating five years of compost collection.

SOLID WASTE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$8,316,920	\$8,772,445	\$9,145,950
OTHER ORDINARY MAINTENANCE	\$7,282,400	\$8,345,945	\$9,015,860
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$15,599,320	\$17,118,390	\$18,161,810
FULL-TIME BUDGETED EMPLOYEES	70	69	69

PUBLIC WORKS - STREET & SEWER MAINTENANCE



Repairing a street

MISSION & SERVICES

The Street and Sewer Maintenance Division maintains 125 miles of streets, more than 200 miles of sidewalks, more than 5,000 curb ramps, 252 miles of sewer and stormwater pipelines, 5,932 catch basins, 84 sewer and stormwater pumps, and 11 standby generator systems. The Division permits over 2,000 private and institutional construction projects impacting the public way (including sidewalks and ramps, streets, sewer connections, drainage structures, and cranes) each year, and conducts all inspections related to these permits. The Division also permits and inspects business sidewalk use (including A-frame signs, and outdoor dining), consults with contractors and utility companies, and provides technical assistance to homeowners.

STREET & SEWER MAINTENANCE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,131,020	\$3,452,645	\$4,009,735
OTHER ORDINARY MAINTENANCE	\$1,488,565	\$1,842,760	\$2,077,300
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,619,585	\$5,295,905	\$6,087,535
FULL-TIME BUDGETED EMPLOYEES	25	27	28

PUBLIC WORKS - URBAN FORESTRY

MISSION & SERVICES

The Urban Forestry Division is responsible for implementing a program of arboriculture for over 20,000 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies. The City continues to implement the Urban Forest Master Plan (UFMP), which guides the development of Cambridge's tree assets into the future. As articulated in the *Healthy Forest, Healthy City* report, the City's efforts to reduce canopy loss and increase canopy growth is guided by a focus on equity, shared responsibility, and resilience. In the coming years, this will require the City to pull from a menu of 47 strategies in four key areas: policy, design, practice, and outreach/education.



City bare root nursery at Fresh Pond Reservation

URBAN FORESTRY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,839,580	\$1,981,835	\$2,095,985
OTHER ORDINARY MAINTENANCE	\$872,995	\$918,000	\$918,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,712,575	\$2,899,835	\$3,013,985
FULL-TIME BUDGETED EMPLOYEES	14	15	15

PUBLIC WORKS - FLEET MANAGEMENT

MISSION & SERVICES

The Fleet Management Division maintains and repairs more than 300 City-owned vehicles and pieces of equipment. Public Works plays an important role in the implementation of the updated City Clean Fleets Policy, issued in February 2023. Under the updated policy, all departments will be working to accelerate the adoption of electric vehicles for municipal use whenever such vehicles are commercially available and practical, ensuring that vehicles will be able to perform the necessary functions such as 24/7 snow operations and have charging infrastructure available.

In FY24, two additional positions will provide increased preventive maintenance and enhanced reliability of the municipal fleet.

FLEET MANAGEMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,254,155	\$1,295,520	\$1,418,910
OTHER ORDINARY MAINTENANCE	\$1,075,840	\$1,079,000	\$1,223,275
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$998,920	\$1,400,000	\$1,400,000
TOTAL BUDGETED EXPENDITURES	\$3,328,915	\$3,774,520	\$4,042,185
FULL-TIME BUDGETED EMPLOYEES	8	8	10

WATER

DEPARTMENT OVERVIEW

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 119,000 residents and operating under the general direction of the City Manager. The Cambridge Water Board is comprised of five resident members appointed by the City Manager who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The Department's mission is to provide a safe, uninterrupted water supply of the highest quality to the residents of Cambridge.

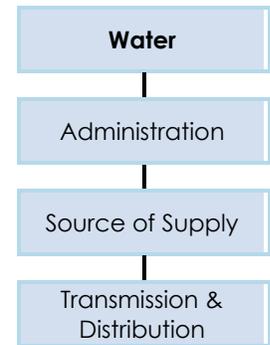
CWD works to ensure excellent water quality so that Cambridge drinking water continues to exceed all Federal and State Regulations. Cambridge remains in full compliance with the Massachusetts Department of Environmental Protection (DEP) regulation regarding six (6) Per-and Polyfluoroalkyl Substances (PFAS6) and continues investing in infrastructure and treatment in order to further exceed those standards. In early February, the granular activated carbon (GAC) filter media was changed out for all six filters which is anticipated to reduce PFAS6 concentrations well below the state standards.

Beginning in June 2022, the Secretary of Energy and Environmental Affairs declared that Cambridge had entered a drought that did not end until the beginning of February 2023. This was the second time since 2020 that Cambridge has been in drought conditions. As a result of these frequently reoccurring droughts, the Department has been promoting water conservation on the website, through social media and by including water conservation information in water bills. Additionally, the Department will continue to work with-high volume users as well as City departments to explore water conservation especially through efficient irrigation practices. The Department is also updating the drought management plan to include information learned during the 2016-2017 and two more recent droughts.

CWD continues to offer many educational opportunities for visitors both virtually and around the Fresh Pond Reservation, including tours of the treatment plant; the Monarch Butterfly Release; and a wide array of programs throughout the year encouraging the public to visit and learn about the Reservation and the water system. In FY24, the department will look to increase its social media presence, including creating more educational videos as well as exploring new outlets to reach the public.

The top priorities for FY24 will be to: monitor PFAS6 levels to ensure that the new GAC filter media consistently provides levels superior to state standards; continue to understand and improve the drought management of the City water system as well as inform customers on water conservation techniques via social media, webpage, and bill inserts; continue implementing the Department's Water Main Rehabilitation Program; continue to finalize the design of the Hydroelectric Renewable Energy Project; continue the upgrade of the treatment plant's Supervisory Control and Data Acquisition (SCADA) system which is the software and hardware that enables staff to operate, control, and document the operations of the treatment plant; initiate and complete the Hobbs Brook Dam and Gatehouse repairs; and prepare to implement the proposed new DEP lead and copper rule.

CWD is regulated by federal and state drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. The Cambridge water system is comprised of the watershed and its related facilities such as gatehouses, dams, and spillways; the Hobbs Brook, Stony Brook, and Fresh Pond Reservoirs; the Stony Brook conduit; the treatment plant; the Payson



Park finished water reservoir, including the force and transmission lines; the distribution system; and Massachusetts Water Resources Authority (MWRA) interconnects.

CWD continues to implement a long-term capital strategic plan to maintain the integrity and functionality of the City's water system. This includes routine water main rehabilitation; water treatment plant maintenance and upgrades; upkeep, maintenance and repair of watershed infrastructure, such as dams and gatehouses; water conservation; and continuing energy conservation practices and renewable energy expansions through hydroelectric power generation.

WATER DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$15,737,495	\$18,252,750	\$15,502,965
TOTAL BUDGETED REVENUE	\$15,737,495	\$18,252,750	\$15,502,965
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$8,399,430	\$8,363,120	\$9,267,625
OTHER ORDINARY MAINTENANCE	\$4,239,770	\$4,352,280	\$5,923,760
TRAVEL & TRAINING	\$91,455	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$118,960	\$175,000	\$225,000
TOTAL BUDGETED EXPENDITURES	\$12,849,615	\$12,976,980	\$15,502,965
FULL-TIME BUDGETED EMPLOYEES	59	60	60

WATER - ADMINISTRATION

MISSION & SERVICES

The Administration Division is responsible for personnel, financial, metering, cross connection, social media, customer relations, and other administrative functions of the Water Department. The Division assists in the quarterly processing of water bills for approximately 15,000 metered accounts in the City, as well as all other billings. The Division is also responsible for the automated meter reading system, which leads to more accurate billing, allows customers to monitor water usage, and enables early notification of potential leaks through the "high read" notification program. The Division also inspects and resolves leaks, faulty registrations, damaged meters, non-compliant water connections, and other customer service issues. The Engineering team within the Division provides technical services to the Department, plans and provides oversight of capital improvements, maintains maps and records, and coordinates water projects with other City departments.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue implementing an online meter reading system to allow customers to monitor their usage activity and consumption.**
2. **Improve metering and meter reading efficiency by replacing older meters and meter transmitter units. Improve customer service by providing notifications to account owners via email, phone, and/or mail for unusually high meter reads.**
3. **Improve customer relations through public education programs, including webpage updates, social media posts, tours, open houses, and school and community activities.**



4. **Maintain the cross connection program in order to protect public health by performing 100% of DEP requirements.**
5. **Maintain safe drinking water during construction, fire safety, and industrial process activities by reviewing all water-related plans and issuing water construction permits in a timely manner.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
4	Number of back flow devices tested	5,619	5,700	5,700

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,865,295	\$2,061,350	\$2,158,165
OTHER ORDINARY MAINTENANCE	\$373,870	\$413,355	\$413,355
TRAVEL & TRAINING	\$91,455	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,330,620	\$2,561,285	\$2,658,100
FULL-TIME BUDGETED EMPLOYEES	13	13	13

WATER - SOURCE OF SUPPLY

MISSION & SERVICES

The Source of Supply Division includes the Watershed and Water Treatment Operations (WTO) teams. Together, the teams ensure the delivery of reliable, sustainable and high-quality water to the City of Cambridge in a cost-effective and efficient manner, and work to protect public health and the environment for the community.

The Watershed Team is responsible for the management and operation of the City's three reservoirs. The Team works to develop and implement watershed protection and emergency response plans, conducts environmental and raw water quality monitoring, and works with all watershed stakeholders to ensure long-term protection of the City's drinking water supply. The Watershed Team also manages the grounds at Fresh Pond Reservation (Cambridge's largest open space) and implements Fresh Pond Master Plan recommendations.

The WTO Team consists of licensed drinking water treatment operators responsible for providing high-quality treatment for high-quality water and is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility. This includes maintaining a certified water quality laboratory, plant process control, regulatory compliance, distribution system monitoring, and performing a variety of customer support services.

The DEP PFAS public drinking water standard of 20 nanograms per liter (ng/L) (or parts per trillion (ppt)), individually or for the sum of the six PFAS compounds (PFAS6), went into effect for large systems such as CWD's in January 2021. The City began voluntarily sampling for PFAS in August 2019, at which time CWD initiated the development of a PFAS reduction plan. With support from DEP, a bench scale pilot study was developed and completed by the end of 2021 to determine the best filtering method to reduce PFAS levels. Results indicated that granular activated carbon (GAC) is the best method for CWD to significantly reduce Cambridge's PFAS concentrations.



One of the water filters with newly replaced granular activated carbon media

In 2022, CWD replaced filter media in all six filters, two at a time. With the new filter media in place, PFAS6 testing results have been consistently well below DEP's 10ppt waiver threshold. If monthly compliance results remain consistently below 10ppt, DEP will put CWD on a quarterly monitoring schedule. 10ppt is the equivalent of a single drop of water in two Olympic-sized swimming pools.

CWD has initiated the purchase a Liquid chromatography mass spectrometer (LCMS) to test PFAS in-house, with the expected installation date by the end of June. The enhanced testing will help protect Cambridge's 24-square-mile upcountry and Fresh Pond watersheds located in Lexington, Lincoln, Waltham, Weston, and Cambridge, allowing the Department to do extensive PFAS investigation within the watershed and treatment plant. The testing will also determine the GAC filter media changeout schedule to ensure that Cambridge water is continually of the highest standards.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue to implement and update watershed protection, site monitoring, and emergency response plans to protect the City's source water supply.**
1. **Streamline Site Monitoring Program permit review, reporting, and stakeholder communications.**
3. **Manage watershed and reservoir infrastructure to ensure safe and continuous delivery of water to the treatment facility.**
4. **Maintain the Source Water Quality Monitoring Program and create an interactive annual report platform.**
5. **Perform 100% of the required DEP analytical testing.**

-  6. Continue to implement strategies to reduce energy consumption.
-  7. Update the Drought Management Plan from 2016 to help with risk-based drought management planning.
- 8. Set up the Liquid chromatography mass spectrometer (LCMS) instrument, used to test PFAS levels, as well as training lab staff and receiving state certification for in house PFAS analysis.

SOURCE OF SUPPLY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,450,315	\$3,317,300	\$3,591,460
OTHER ORDINARY MAINTENANCE	\$3,634,330	\$3,457,350	\$5,019,900
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,084,645	\$6,774,650	\$8,611,360
FULL-TIME BUDGETED EMPLOYEES	22	23	23

WATER - TRANSMISSION & DISTRIBUTION

MISSION & SERVICES

The Transmission and Distribution Division is primarily responsible for maintenance of the underground piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30-63 inches in diameter.

The distribution system, which connects purified water to all City users, consists of approximately 185 miles of pipe ranging in size from 4 - 42 inches, 15,260 service connections, 9,494 water main valves, 1,800 fire hydrants, and 26,554 valve/curb boxes.

This Division regularly performs new water main installation; oversees leak detection and preventative maintenance; provides effective emergency response for leaks and low-pressure situations; and provides assistance and support to customers and other City departments. The Division partners with the Fire Department to ensure a high degree of reliability of fire hydrants throughout Cambridge.

CWD's distribution projects completed in FY23 include Gore Street, Avon Hill Street, Huron Ave Phase 1, Broadway, Inman Square, and Oak Street.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Rehabilitate the water distribution system.
-  2. Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the city.
-  3. Maintain a percentage rate of 99.9% of in-service hydrants.
4. Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
2	Number of fire hydrants replaced	73	60	25

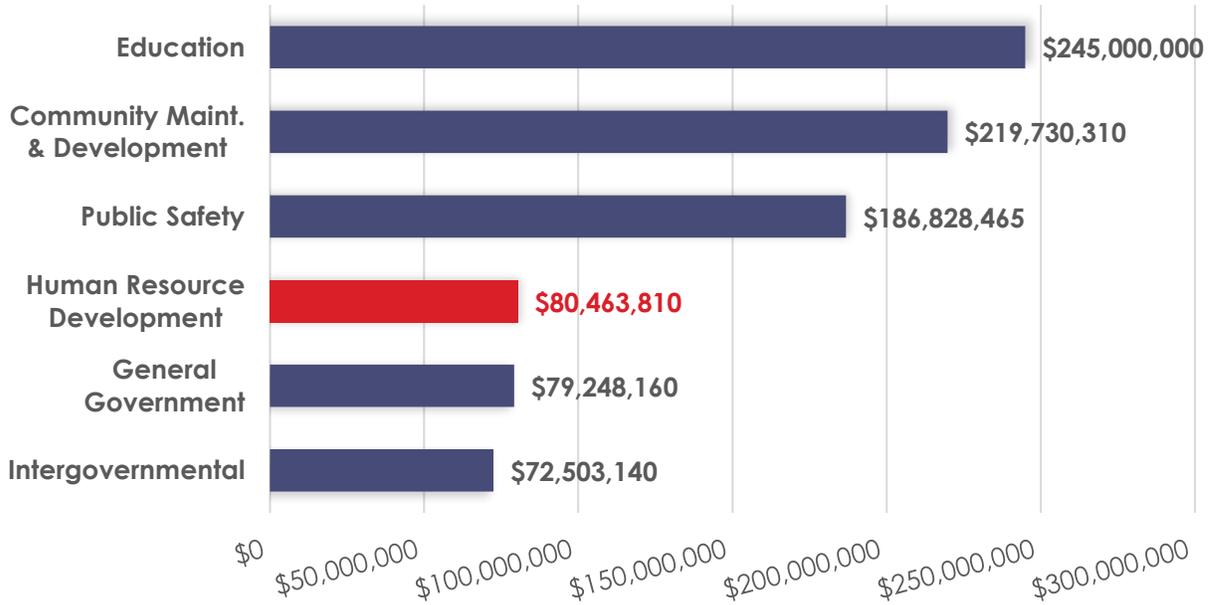
TRANSMISSION & DISTRIBUTION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,083,820	\$2,984,470	\$3,518,000
OTHER ORDINARY MAINTENANCE	\$231,570	\$481,575	\$490,505
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$118,960	\$175,000	\$225,000
TOTAL BUDGETED EXPENDITURES	\$3,434,350	\$3,641,045	\$4,233,505
FULL-TIME BUDGETED EMPLOYEES	24	24	24

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HUMAN RESOURCE DEVELOPMENT

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION

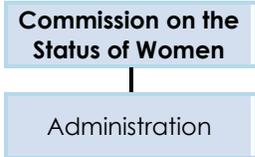


FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$4,253,100	\$4,912,000	\$4,757,000
INTERGOVERNMENTAL REVENUE	\$1,454,050	\$1,301,130	\$1,303,855
TAXES	\$60,271,125	\$64,655,290	\$74,402,955
TOTAL BUDGETED REVENUE	\$65,978,275	\$70,868,420	\$80,463,810
PROGRAM EXPENDITURES			
COMMISSION ON THE STATUS OF WOMEN	\$311,970	\$333,745	\$345,945
HUMAN RIGHTS COMMISSION	\$523,505	\$717,885	\$874,840
HUMAN SERVICES	\$40,055,150	\$48,223,425	\$59,224,695
LIBRARY	\$15,087,455	\$16,104,895	\$18,950,730
VETERANS' SERVICES	\$952,225	\$912,485	\$1,067,600
TOTAL BUDGETED EXPENDITURES	\$56,930,305	\$66,292,435	\$80,463,810

COMMISSION ON THE STATUS OF WOMEN

DEPARTMENT OVERVIEW

The Cambridge Commission on the Status of Women (CCSW) works to promote equity for women, girls, transgender, and gender non-conforming individuals¹ within the city and advocates on their behalf with other City departments and officials, local organizations, and state government.



In addition to providing advocacy and policy recommendations, CCSW collaborates citywide to deliver programming that increases awareness and understanding of multiple key issue areas. Including but not limited to: economic and workplace equity; gender-based violence; women's history; sexual harassment; international women's rights; and girls' health and wellness. CCSW's widely known annual programs include the quarterly Women and Words! discussion series, Girlx² in Sports Night, the Boston-Area International Women's Day Breakfast, and Mapping Feminist Cambridge tours.

¹ CCSW recognizes all who self-identify as women or with womanhood, including transgender, gender fluid, and non-binary persons. The Commission stands with and for all women and girls regardless of immigration status, sexuality, race, ethnicity, ability, or religion.

² Those who identify as girls or with girlhood

COMMISSION ON THE STATUS OF WOMEN DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$9,960	\$9,960	\$9,960
TAXES	\$309,030	\$320,300	\$335,985
TOTAL BUDGETED REVENUE	\$318,990	\$330,260	\$345,945
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$297,825	\$317,235	\$329,375
OTHER ORDINARY MAINTENANCE	\$13,845	\$15,985	\$16,045
TRAVEL & TRAINING	\$300	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$311,970	\$333,745	\$345,945
FULL-TIME BUDGETED EMPLOYEES	2	2	2

COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION

MISSION & SERVICES

CCSW works to increase opportunities for women and girls through policy recommendations and program development, as well as build public awareness in key issue areas identified by the Commission as significantly affecting women and girls.

CCSW programs include developing pathways for the City to better connect to and serve all women; outreach to young women and girls; providing information on economic equity; health and violence prevention; acknowledging and preserving Cambridge women's history; and supporting new artistic mediums.

CCSW members are appointed by the City Manager and are responsible for supporting the Executive Director in accomplishing the Commission's objectives. Commission staff are available to offer



2023 Cambridge Girlx in Sports Night

information and referrals to individuals, community organizations, businesses, and other City departments.

In FY23, CCSW's work included:

- Continuing to strengthen the Commission's work by meeting the goals and expectations of the City's Anti-Racism, Equity, and Inclusion Initiative.
- Concluding Mapping Feminist Cambridge with Harvard Square, the final square of the series, highlighting its rich, often unacknowledged feminist history from the 1970's to the 1990's. Previous guides to Inman and Central Squares continue to be promoted.
- Overseeing the Cambridge Girlx in Sports (CGiS) committee of more than 20 aligned community sports groups and bringing back the popular CGiS Night offering physical wellness opportunities to elementary-aged girlx at War Memorial.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. In collaboration with the Domestic and Gender-Based Violence Prevention Initiative, promote efforts to prevent and respond to domestic and gender-based violence through creative, community-based approaches.
-  2. Work with City departments and community groups to provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development, and academic achievement.
-  3. Coordinate efforts to connect with historically harder-to-reach populations to better engage and serve all women in the city.
-  4. Lead community programming and serve as a centralized portal for resources addressing issues relevant to women.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Community events sponsored throughout the City to engage residents around the topic of domestic and gender-based violence	4	4	4
2	Number of girls recruited for programs	25	150	150
3	Number of forums sponsored, focus groups conducted, outreach initiatives, and activities offered to targeted residents and City of Cambridge employees	10	12	12
4	Events, announcements, and information promoted and publicized via website and social media outlets	54	54	54

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$297,825	\$317,235	\$329,375
OTHER ORDINARY MAINTENANCE	\$13,845	\$15,985	\$16,045
TRAVEL & TRAINING	\$300	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$311,970	\$333,745	\$345,945
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN RIGHTS COMMISSION

DEPARTMENT OVERVIEW

The Cambridge Human Rights Commission, as a department, consists of three distinct City Commissions – the Cambridge Human Rights Commission (CHRC), the Commission on Immigrant Rights and Citizenship (CIRC), and the Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Commission – as well as the Language Justice Division. As a whole, the department works to protect and advance civil rights in Cambridge. This work is multifaceted, from direct investigation of discrimination complaints to community education and outreach to cross-department and multiagency partnerships.



In FY23, the department was restructured and expanded. The LGBTQ+ Commission was brought under the CHRC umbrella and now has additional staff support, the CIRC Immigrant Services Liaison became a full-time position, and the Language Justice Division was established. These changes have allowed staff to work more effectively and efficiently. In FY24, the department will continue to support human rights, access, and equity for all who live in, work in, or visit Cambridge, through its varied but interrelated divisions.

HUMAN RIGHTS COMMISSION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$574,945	\$759,610	\$874,840
TOTAL BUDGETED REVENUE	\$574,945	\$759,610	\$874,840
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$476,955	\$655,335	\$800,340
OTHER ORDINARY MAINTENANCE	\$44,230	\$59,575	\$67,100
TRAVEL & TRAINING	\$2,320	\$2,975	\$7,400
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$523,505	\$717,885	\$874,840
FULL-TIME BUDGETED EMPLOYEES	3	4	4

HUMAN RIGHTS COMMISSION - ADMINISTRATION

MISSION & SERVICES

Human Rights Commission

CHRC is a neutral, adjudicatory agency that investigates, mediates, and resolves complaints of discrimination in housing, public accommodations, employment, and education. The Commission consists of 11 volunteer Commissioners, who work closely with CHRC staff. CHRC is guided by and enforces the Human Rights Ordinance, Chapter 2.76, and the Fair Housing Ordinance, Chapter 14.04.

CHRC is also a Fair Housing Assistance Program Agency under the U.S. Department of Housing and Urban Development (HUD). Housing discrimination complaints are dual-filed with HUD whenever there is HUD jurisdiction, and CHRC administers HUD grant funds.

FY23 accomplishments include:

- Conducting fair housing trainings and information sessions on fair housing protections during the housing search process; related to sexual orientation and gender identity; and against discrimination in appraisals and lending.
- Resuming an in-person Fair Housing Month Event at the Cambridge Public Library in April 2023. Fair Housing Month initiatives moved online from 2020-2022.
- Continuing partnership with Housed IN Cambridge Information to Open Doors, a collaborative outreach and education campaign between the City Managers' Office of the Housing Liaison, CHRC, the Community Development Department, DHSP's Multi Service Center, and the Cambridge Public Library's Social Worker.
- Continuing participation in the Alternative Credit Working Group, which is exploring additional pathways for tenants to obtain housing in Cambridge.



A presentation at the Orientation for Foreign-Trained Professionals

In FY24, CHRC will continue to manage its active and diverse caseload to resolve discrimination complaints and conduct further outreach and education initiatives.

Commission on Immigrant Rights & Citizenship

CIRC works to address the needs of Cambridge's immigrant communities. The Commission includes 11 volunteer Commissioners who are themselves immigrants or have experience serving immigrant communities.

CIRC oversees a monthly Immigration Legal Screening clinic, in collaboration with the De Novo Center for Justice and Healing. The clinic provides free consultations with volunteer attorneys on a broad range of immigration law questions and offers appropriate referrals. CIRC also organizes trainings and informational programs, and partners with other City departments and community providers. To support this work, the Immigrant Services Liaison conducts outreach across Cambridge, and meets regularly with service providers, immigrant groups, and individuals to inform them about the broad range of City and nonprofit resources available.

Recent CIRC accomplishments include:

- Continuing a robust virtual (telephonic) Immigration Legal Screening Clinic in 2022 and moving to a hybrid clinic structure in spring 2023. In 2022, the clinic provided consultations to 224 clients/groups, from more than 55 foreign countries, speaking 15 different languages.
- Partnering with the Mayor's Office and a Cambridge nonprofit to provide new, quarterly information sessions on immigration pathways for lower-wage workers.
- Deepening connection with the Municipal Immigrant Support Network, which brings together municipal staff from across the state to collaborate on best practices for serving immigrant communities, and to discuss policy and advocacy opportunities.

In FY24, CIRC will continue to coordinate information sessions, make direct community connections and facilitate service referrals. CIRC also aims to again host an in-person Welcome Event to greet and celebrate newly arrived immigrants in the Cambridge community.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Increase public awareness of CHRC and CIRC through collaborative education and outreach work between CHRC, CIRC, other City departments, and outside agencies.
- 
 2. Resolve CHRC discrimination complaints through mediation and/or investigation and determination.
- 
 3. Coordinate Immigration Legal Screening Clinics and other informational programs to address immigrants' needs for advice about immigration law, constitutional rights, and pathways to citizenship.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of CHRC collaborations with City departments and non-City agencies	65	70	70
1	Number of CIRC collaborations and outreach efforts with City departments, non-City agencies, and individual immigrants	430	500	525
3	Number of CIRC Legal Screening Clinics, trainings, and information sessions.	15	16	16

ADMINISTRATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$476,955	\$506,760	\$668,120
OTHER ORDINARY MAINTENANCE	\$44,230	\$53,825	\$60,100
TRAVEL & TRAINING	\$2,320	\$2,975	\$2,900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$523,505	\$563,560	\$731,120
FULL-TIME BUDGETED EMPLOYEES	3	3	3

HUMAN RIGHTS COMMISSION - LANGUAGE JUSTICE

MISSION & SERVICES

Established in FY23, the Language Justice Division works to improve equitable access to City programs and resources for non-native English speakers. Cambridge residents have the right to communicate and understand information in the language and method most comfortable for them. The division works to support that right in a variety of ways.

The Language Access Manager collaborates with other City departments and stakeholders to coordinate translation and interpretation requests; develops centralized tools and guides for City staff; and works across departments to share data, resources, and best practices.

In FY 23, the Language Justice Division:

- Partnered with Learning and Development to establish quarterly Plain Language trainings for City staff and published a related Plain Language Writing Guide. Plain Language is an important step toward clearer communication with community members of all language abilities and education levels, and it improves the accuracy of translated materials.
- Collaborated with City departments on more than 30 projects for translation or interpretation and related community engagement.



Cambridge Welcomes All Sign at Danehy Park Family Day

- Improved City access to quality translation services and interpretation assistance through new or expanded technological tools.

The Language Justice Division will further its work in FY24, including leading the development of department-specific Language Access Plans and a Citywide Language Access Plan.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Improve and expand language access for all residents, through document translations, interpretation, and the development of centralized resources and shared best practices.**
2. **Provide trainings and resources for other City departments and local service providers.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Projects and events supported through plain language, translation and/or interpretation assistance.	n/a	50	75
2	Number of City employees and community partners at resource-sharing events, including Plain Language Trainings.	n/a	250	250

LANGUAGE JUSTICE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$148,575	\$132,220
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$1,000
TRAVEL & TRAINING	\$0	\$0	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$148,575	\$137,720
FULL-TIME BUDGETED EMPLOYEES	0	1	1

HUMAN RIGHTS COMMISSION - LGBTQ+ COMMISSION



City Hall illuminated by blue, pink, and white lights for Transgender Day of Visibility

MISSION & SERVICES

The LGBTQ+ Commission advocates for a culture of respect and monitors progress toward equality of all persons with regard to sexual orientation and gender identity. Commission membership ranges between 10-20 volunteers who live or work in Cambridge.

The Commission researches and reports on best practices, policies, and resources related to the LGBTQ+ community. Ongoing focus areas include LGBTQ+ inclusive housing for older adults, LGBTQ+ healthcare and mental health supports, expanding access to all-gender bathrooms, and creating additional inclusive spaces and programming. Commissioners and staff also conduct outreach, collaborate with other City departments and area providers, and promote visibility of LGBTQ+ issues at community events.

Over the past year, the LGBTQ Commission:

- Co-sponsored the annual Pride Brunch with the Mayor, for the first time since 2019, with a huge turnout.
- Organized *A Night of Queer Comedy, Music & Dance: Together Under the Stars* at Starlight Square. This was the event's second year.
- Continued its work with Rainbows Across Communities, an LGBTQ+ collaboration network of neighboring municipalities sharing resources and ideas and promoting events.
- Added a part-time LGBTQ+ Programming Leader, who is now partnering with DHSP's Council on Aging and Youth Programs to expand LGBTQ+ focused programming in the City's senior and youth centers.

In FY24, the LGBTQ+ Commission will further its community connections and pilot new programming. Staff will also support the City Manager’s LGBTQ+-Friendly Housing Task Force. The Task Force will consider opportunities to improve LGBTQ+ persons’ access to, and inclusion in, existing housing as well as evaluating possibilities for new housing to be more LGBTQ+-friendly.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase community awareness of and engagement in Commission initiatives through events, outreach, and collaboration.
-  2. Partner with the Department of Human Service Programs to expand LGBTQ+ focused programming at the City's senior and youth centers, and continue exploring possibilities for dedicated space for the LGBTQ+ community.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Host or support events for community engagement.	2	3	4
2	Establish new City programs for the LGBTQ+ Community.	n/a	1	2

LGBTQ+ COMMISSION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$5,750	\$6,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$5,750	\$6,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

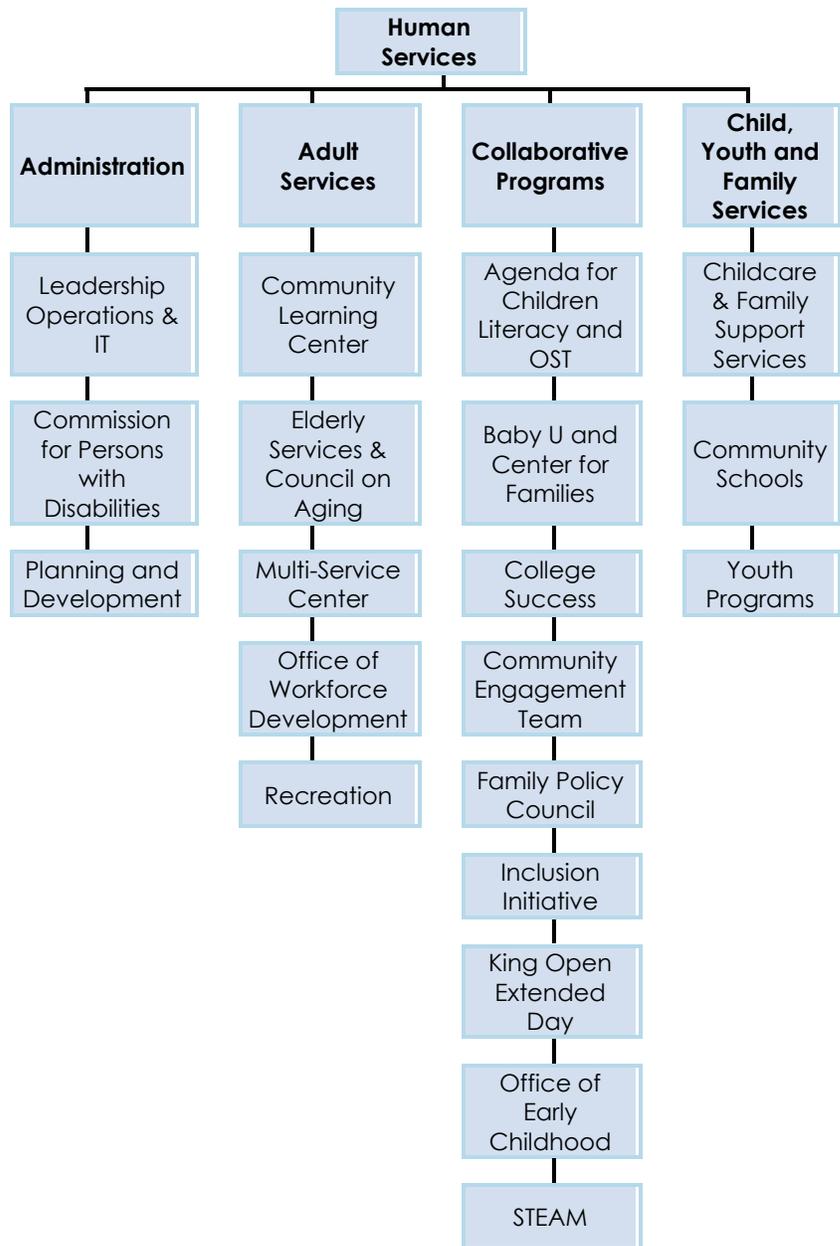
HUMAN SERVICES

DEPARTMENT OVERVIEW

The Department of Human Service Programs (DHSP) continues to fulfill its original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department employs a diverse workforce and works with the Community Engagement Team and part-time outreach workers as well as community partners to bring information about services to the community and to inform the Department about the community's needs. While many of the Department's services and programs are available to any resident, the Department continues to focus services and programs on residents who have historically been marginalized and for whom access to services may be especially critical in supporting them to meet their needs and achieve their goals. This focus is consistent with the City Council's goals and its priority for the City to address economic and racial equity. The FY24 budget includes the continuation of a new position created in FY23 of Division

Head for Community Engagement and Family Support. Given the importance of community engagement and family support to the work of the Department internally and in the community, having a high-level staff person devoted to this work is critical.

Many City residents served by the Department were deeply impacted by the pandemic and the Department modified its services and programs in response to those needs and to the opportunities and challenges presented by the pandemic. Programs that had previously operated only in person were able to create new opportunities to serve residents who preferred the option to participate some or all of the time online. Virtual programming for seniors, students at the Community Learning Center, and teens created new opportunities for participants to engage even as in-person programming returned. For some residents, being able to meet with career counselors remotely or to work with a case manager on searching for housing made accessing services easier. For others, access in person to services continued to be crucial.



The pandemic also put into starker relief the disparities that already existed in Cambridge based on race and income. In FY23, the Department continued to prioritize residents from lower income families in its programming. Those efforts included prioritizing access to the Mayor's Summer Youth Employment program for low-income students; prioritizing access and affordability for preschool programs and out of school time programs for low-income families; providing scholarships for low-income children to access community out of school time programming; and making technology available to low-income seniors, youth and adult education students to allow them to access virtual programming as needed. The Department continued and expanded its use of City and/or federal funds to contract with a wide range of non-profit partners to enhance services and housing for unhoused individuals and families, to provide mental health services and to support the City's Community Benefit Partnerships.

The Department is both a major provider of services and a funder of services to an array of community agencies. Responding to existing and changing needs, the Department will continue to enhance its services, to provide planning and assistance to local groups and to contract with community partners. Among the service components of the Department itself are: Childcare and Family Support Services, the Commission for Persons with Disabilities, the Community Learning Center, Community Schools, the Council on Aging, Fuel Assistance, Haitian Services, the Multi-Service Center, Recreation, Workforce Development, and Youth Centers. Other services funded by the City and provided through nonprofit agencies include homeless services, mental health services, domestic violence programs, out of school time programs, food programs, legal assistance, workforce training, and specialized services for linguistic minority communities.

The FY24 budget includes significant new resources to support the implementation of Universal Pre-K. The talented team from the Office of Early Childhood will continue to collaborate closely with the School Department and community partners to launch the Cambridge Preschool Program for all 4 year olds in September 2024. The budget also includes additional dollars and new staffing and support services to expand access for more children to afterschool. The Department will continue to work with its community afterschool partners to support their ongoing services and expansion as well. The FY24 budget supports additional City commitments to serving members of the unhoused community. The City began funding the Salvation Army shelter in April to prevent it from closing. The FY24 budget includes full funding for the Shelter for the upcoming year and significant funding for the continuation of the services at the Transition Wellness Center. The Department will continue its support for housing navigation and stabilization services to unhoused residents as they work to access permanent housing. This work will be significantly enhanced by the creation of a new senior level position to support the Department's homelessness and housing stability work.

The budget also includes a new full-time staff person to work on the implementation of the Green Jobs Ordinance, including supporting individuals to access training and jobs in the green economy. Funds are also available to provide more support to the summer food program, including funding to continue sites that are no longer eligible for state support. Two new additional senior level positions in the FY24 budget will enhance the Department's capacity to provide excellent service internally and externally. A new division head for strategy will help support the Department's work in its critical priorities around Universal Pre-K and expansion of afterschools as well as other important initiatives. And to support the Department's 700 employees and the fiscal and contracting support for vendors and grant recipients, the FY24 budget includes a new division head for Human Resources and Fiscal Affairs.

DHSP continues to play a leadership role in community collaborations that improve the planning and delivery of important services to residents. Among the collaborations are the HUD Continuum of Care for services to homeless residents, the Agenda for Children, the Office of College Success, the Family Policy Council, and the STEAM Initiative. DHSP sponsors frequent community activities for residents

through arts, movies, sports, and recreation. Through Danehy Park, the War Memorial Recreation Center, the Gold Star Pool and Fresh Pond Golf Course, the Department supports residents in opportunities for skill building and leisure activities. Most of the Department’s activities support the City Council’s goals of ensuring economic and educational opportunity for all, deepening community engagement, and increasing opportunities for residents to enjoy open space.

HUMAN SERVICES DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$4,253,100	\$4,912,000	\$4,757,000
INTERGOVERNMENTAL REVENUE	\$700,540	\$666,215	\$656,190
TAXES	\$43,038,565	\$45,606,620	\$53,811,505
TOTAL BUDGETED REVENUE	\$47,992,205	\$51,184,835	\$59,224,695
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$29,587,155	\$35,955,705	\$43,479,700
OTHER ORDINARY MAINTENANCE	\$10,390,825	\$12,125,380	\$15,602,655
TRAVEL & TRAINING	\$37,170	\$102,340	\$102,340
EXTRAORDINARY EXPENDITURES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED EXPENDITURES	\$40,055,150	\$48,223,425	\$59,224,695
FULL-TIME BUDGETED EMPLOYEES	188	198	209

HUMAN SERVICES - LEADERSHIP, OPERATIONS & IT

MISSION & SERVICES

The Administration Division provides leadership, fiscal, personnel, payroll, IT, and clerical support to the operating Divisions of the Department and acts as the liaison to other City departments, as well as outside vendors and contractors. Support is provided to the 27 satellite locations that offer DHSP programs and services and to the Department's more than 700 full-time and part-time staff. In FY24, the Administration Division will be supported by a new division head for human resources and fiscal. Under the direction of a Communications Manager, the Division will continue to improve internal communication workflows, support Department cohesion, and help promote programs and initiatives across divisions. With a focus on outreach campaigns, Programs and Initiatives are supported to proactively "tell the story" of their work and community impact via communications plans designed to reach target audiences and engagement goals.

The Division continues to administer the Fuel Assistance Program, which has experienced significant growth due to both the pandemic and the economy, and now serves more than 1,000 low-income households. The Division also administers the Summer Food Program, which provides nutritious lunches to children under the age of 18 at school-based sites and at open sites throughout the city. Nutritious dinners will be provided at public housing developments in conjunction with the Book Bike’s book distribution activities, at the family markets offered by Food for Free, and at the summer basketball league sites. This year, the state-issued waivers allowing meals to be served to all children regardless of family income have expired, and additional monies from the City will support operating more than 50 food sites to avoid disruption of this very critical program. In FY24, a Summer Food Coordinator will be added to support the team.

The Division oversees many collaborations and programs including the Agenda for Children Out of School Time Initiative, the Family Policy Council, the Office of Early Education, the King Open Extended Day Program, the Office of College Success, and the STEAM Initiative.

The Division also oversees the Department’s Race and Equity Initiative. In FY24, the five Affinity Groups will continue and be expanded, and the Division will offer support for middle-level managers and provide additional training and support for part-time staff, whose engagement in the Race and Equity Initiative is critical.

LEADERSHIP, OPERATIONS & IT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,204,945	\$3,799,410	\$4,986,940
OTHER ORDINARY MAINTENANCE	\$884,510	\$1,991,330	\$1,690,030
TRAVEL & TRAINING	\$12,905	\$22,185	\$24,900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,102,360	\$5,812,925	\$6,701,870
FULL-TIME BUDGETED EMPLOYEES	18	19	22

HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

MISSION & SERVICES

In concert with its Advisory Board, the goal of the Commission for Persons with Disabilities is to make Cambridge a more welcoming and accessible place for people with all types of disabilities. The Commission collaborates with other City departments to promote the full inclusion of people with disabilities into every aspect of community life. As City departments continued to serve residents in new ways post COVID-19, staff helped ensure that programs and information remained accessible and inclusive.

The Commission provides information to individuals with disabilities, their families, and social service agencies about a wide range of access and disability topics. Staff also strive to educate Cambridge's private sector about its obligations under the Americans with Disabilities Act (ADA) and related local, state, and federal laws. Through the provision of technical assistance and disability awareness training to businesses, nonprofits, schools, and faith communities, the Commission supports the removal of barriers to access. The Commission also administers a number of programs for Cambridge residents with disabilities, including issuing Temporary Disability Parking Permits, providing taxi discount coupons, and processing applications for residents with disabilities unable to comply with the City's 6:00 p.m. Trash and Recycling Ordinance.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-   1. Provide training and technical assistance on ADA compliance and disability awareness to public and private entities that provide goods and services in Cambridge.
-   2. Improve awareness of resources for people with disabilities and access to public accommodations and transportation services in Cambridge.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff, other private entities, and private sector businesses and organizations	345	360	330
2	Site visits and access surveys of Cambridge businesses completed	33	20	30
2	Responses to individual service, information, and referral requests	405	420	415

COMMISSION FOR PERSONS WITH DISABILITIES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$248,985	\$260,960	\$269,570
OTHER ORDINARY MAINTENANCE	\$8,820	\$12,500	\$12,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$257,805	\$273,460	\$282,070
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES - PLANNING AND DEVELOPMENT

MISSION & SERVICES

In consultation with the Human Services Commission, the Planning and Development Division works to improve services for homeless and low-income families and individuals in Cambridge. The Division manages federal, state, and local funding for service providers and monitors contracts to ensure quality services for the community. The Division coordinates the Cambridge Continuum of Care (CoC), a network of homeless service providers and stakeholders that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Planning and Development staff meet regularly with agencies serving those experiencing homelessness to coordinate services, develop policy, and conduct program planning. Staff implement HUD requirements, including the annual Point-in-Time count, and coordinate agency proposals for HUD grants, including the Community Development Block Grant (CDBG), Emergency Solutions Grant, and CoC Program Grants. The Division serves as the lead agency for the Cambridge Homeless Management Information System and works with the Multi-Service Center to implement the Coordinated Access Network through which providers use a standardized process to prioritize homeless households for housing referrals.

In FY24, the Division will continue to work in partnership with multiple stakeholders to respond to the impacts of the COVID-19 Public Health Emergency on people at risk of and experiencing homelessness. Planning and Development will continue to support the Cambridge Public Health Department in efforts to provide testing and vaccinations to at-risk populations and will manage implementation of federal relief funds focused on shelter, street outreach, and rapid rehousing services. Also, in FY24, the Division will continue work with internal and external partners to support temporary and seasonal shelter and support services in place to mitigate the impacts of COVID-19 on the homeless services system and to support stable housing for those leaving the shelter system.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-   1. **Contract with local service providers through CDBG, CoC homelessness monies, and City tax dollars to support the continued socioeconomic diversity of the city.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Clients served in youth and family services programs	520	695	800
1	Clients served through domestic violence and abuse prevention programs	82	90	92
1	Clients served through linguistic minority programs	200	245	270
1	Clients served through homelessness prevention/service programs	2,267	2,630	2,710
1	Clients served through elderly and disabled service programs	635	645	675
1	Sites in food pantry network or receiving food deliveries via Food for Free	34	30	35

PLANNING AND DEVELOPMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$355,775	\$674,480	\$1,219,550
OTHER ORDINARY MAINTENANCE	\$2,328,950	\$2,140,815	\$4,783,620
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,684,725	\$2,815,295	\$6,003,170
FULL-TIME BUDGETED EMPLOYEES	3	5	6

HUMAN SERVICES - COMMUNITY LEARNING CENTER

MISSION & SERVICES

The Community Learning Center (CLC) empowers a diverse community of adult learners to transform their lives and realize their potential through education, skills development, and community participation. CLC offers: English for Speakers of Other Languages (ESOL) classes; classes for adults who need a high school diploma; civics education and citizenship prep; family literacy and classes for seniors; and individualized education and career advising. CLC also offers the Bridge to College program to prepare students to succeed in college; through CLC’s collaboration with Bunker Hill Community College, Bridge students receive college credits upon completion of the program. With its training partners, Laboure College and Just-A-Start, CLC offers integrated education/skills trainings for Certified Nursing Assistant for second language speakers and for English speakers, and a Biomedical careers training program.



Students in the CLC Certified Nurse Assistant Class at Laboure College

In FY24, the CLC will continue to offer three models of education for students. Depending on the level of the instruction, classes will be held in person, hybrid with some in-person and some virtual instruction, or online. CLC will continue to provide Chromebooks and support students to enhance their tech skills and to access trainings and resources beyond CLC, increasing their capacity to improve their lives and activate their digital voices. Advisors support students to access a variety of resources in the community and the career advisors will support students to secure meaningful employment and launch a career.

FY24 OBJECTIVES & PERFORMANCE MEASURES



1. Maintain a full range of adult basic education, ESOL, and citizenship classes.



2. Improve the transition from CLC programs to employment and other education and training programs.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of students served	729	800	760
1	Number of classes offered	80	82	78
1	Number of students who become U.S. citizens	16	18	14
1	Number of students who graduate from highest level education classes	42	45	45
2	Number of students advancing to skills training or post-secondary programs	52	30	35
2	Number of students graduating from CLC integrated education and training programs	55	75	55

COMMUNITY LEARNING CENTER DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,299,235	\$1,442,590	\$1,434,270
OTHER ORDINARY MAINTENANCE	\$37,155	\$42,185	\$44,685
TRAVEL & TRAINING	\$0	\$2,550	\$2,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,336,390	\$1,487,325	\$1,481,505
FULL-TIME BUDGETED EMPLOYEES	8	8	8

HUMAN SERVICES - ELDERLY SERVICES & COUNCIL ON AGING

MISSION & SERVICES

The Council on Aging (COA) is the “front door” of services and supports for older residents and caregivers. In FY23, COA offered a range of services, both in-person and virtually. When the two senior centers opened for on-site programming, COA staff and instructors have crafted a schedule of offerings to respond to seniors who want to be in the centers, as well as those who prefer to stay with online classes. COA maintained a wide variety of class offerings, including exercise, art, language, and dance classes, and hosted many Health and Wellness presentations. Monthly groups included: a Men’s Group; Film & Discussion Group; Book Group; Women’s Group; and a Veterans and Friends Group. More than 1,252 seniors have been able to participate in programs. The COA began to loan Chromebooks to seniors and offer tech support to ensure that no one who wants to be connected is left out.

The COA’s highly skilled staff continued to provide a robust menu of social services to ensure that seniors receive necessary individualized support. Demand for in-person benefits counseling and Medicare enrollment has increased, so additional staff received training to enable the COA to respond. COA leadership continued its efforts to use data more strategically to understand the demographics of who the program is serving and how that compares to the community as a whole. In FY24, the Council will focus on eliciting feedback using a variety of means from those ages 60+ in the community to ensure their critical and evolving needs are met.



Music Jam Sessions at the Senior Center

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide comprehensive social services to Cambridge seniors and their families.
-  2. Offer a wide range of health, wellness, and enrichment classes and events via virtual platform and in-person.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of information and referral contacts with seniors, families, and community members	3,462	3,500	3,500
1	Number of seniors receiving case management and assistance on health benefits from Social Services staff	609	600	610
2	Hours of health/fitness/wellness, enrichment and social events and art classes offered each month	216	220	226

ELDERLY SERVICES & COUNCIL ON AGING DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,525,335	\$1,599,030	\$1,830,165
OTHER ORDINARY MAINTENANCE	\$193,370	\$185,650	\$206,790
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,718,705	\$1,784,680	\$2,036,955
FULL-TIME BUDGETED EMPLOYEES	13	13	11

HUMAN SERVICES - MULTI-SERVICE CENTER

MISSION & SERVICES

Since the beginning of the pandemic, Multi-Service Center (MSC) staff in coordination with the City Manager's Housing Liaison, have run the emergency support and stabilization programs that have assisted hundreds of households with rent or mortgage payments to preserve their housing. The Multi-

Service Center's core function is to support individuals and families who are homeless or at-risk of losing their housing. Staff also provide services to 22 men in permanent supported housing units at the YMCA and run the Cambridge Coordinated Access Network, which makes access to housing more equitable for those experiencing homelessness. Case management services for unstably housed residents continued at a brisk pace, including regular housing search workshops, as did emergency response to fires in coordination with the Housing Liaison. Staff worked with low-income individuals and families to help cover costs of moving expenses or security deposits for residents moving to new units and negotiated with landlords on behalf of households with rental arrears. Case managers help residents address underlying issues that contribute to housing instability. MSC staff work closely with other entities, making referrals for legal services, financial literacy services, job search assistance, or mental health treatment. DHSP-staffed programs are complemented by services provided by partner agencies, including Home Start, Eliot Community Human Services, Greater Boston Legal Services, DeNovo, and Just-A-Start. Haitian Services staff provide case management and immigration counseling to nearly 300 households in the community.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide services to homeless individuals and those at risk of homelessness.
-  2. Provide homeless prevention counseling and other services for homeless and at-risk families.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of clients placed in permanent housing	151	105	110
1	Number of clients maintained in current housing	82	105	110
1	Number of households receiving services, including crisis intervention, information & referral, case management and housing search	325	450	500
2	Number of families placed in housing	60	55	60
2	Number of families maintained in current housing	69	155	160

MULTI-SERVICE CENTER DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$952,565	\$987,565	\$1,270,960
OTHER ORDINARY MAINTENANCE	\$861,115	\$911,730	\$811,730
TRAVEL & TRAINING	\$825	\$1,300	\$1,300
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,814,505	\$1,900,595	\$2,083,990
FULL-TIME BUDGETED EMPLOYEES	8	8	9

HUMAN SERVICES - OFFICE OF WORKFORCE DEVELOPMENT

MISSION & SERVICES

The Office of Workforce Development (OWD) delivered a range of employment and training services to hundreds of teen and adult residents during the past year. The Cambridge Employment Program (CEP), which provides free job search assistance to adults, continued to offer virtual resume services while also serving job seekers who preferred to meet face to face. Cambridge Works, a transitional employment program for disengaged adults aged 18-35, ran two cycles of in-person programming and offered participants paid internships as well as intensive case management, soft skills development, and job search assistance. Next Up, OWD’s career exploration program for young adults, aged 18-24, who have graduated from high school but don’t have a clear plan for what’s next, also participated in in-person workshops and internships. On the youth side, the Mayor’s Summer Youth Employment Program (MSYEP) placed hundreds of teens in summer jobs and learning opportunities throughout the city, the majority of which were in-person. During the school year, OWD partnered with Innovators for Purpose to pay students to work in a social justice-oriented design and innovation studio. OWD also collaborated with the Cambridge STEAM Initiative to support high school students in a Science Research Mentoring Program at the Harvard & Smithsonian Center for Astrophysics and at MIT. Other high school students participated in after-school internships at Harvard University through a partnership between OWD and the Harvard Union of Clerical and Technical Workers. OWD staff operated the Youth Employment Center at CRLS, helping teens find and apply for afterschool jobs and internships, and convened the Reaching All Youth Committee, a group of service providers who meet to share resources and best practices for supporting teens.



Next Up participants at the Cambridge School of Culinary Arts

In FY’24, OWD will be working closely with the Community Development Department, local education providers and employers to identify Green Jobs and career paths that lead to meaningful employment.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Provide employment services and training referrals for adult residents.
2. Offer career awareness and work-based learning opportunities to youth and young adults.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of CEP job placements	80	85	87
1	Number of Cambridge Works graduates placed in jobs or training	18	16	18
1	Number of adult residents receiving employment services	270	266	275
2	Number of youth enrolled in MSYEP and Youth Works who receive work experience, work readiness workshops, and career readiness activities	786	818	820
2	Number of MSYEP worksites that integrate STEM or STEAM content and career exposure	n/a	24	25

OFFICE OF WORKFORCE DEVELOPMENT DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,976,580	\$3,317,410	\$4,361,320
OTHER ORDINARY MAINTENANCE	\$295,770	\$352,765	\$341,065
TRAVEL & TRAINING	\$740	\$10,500	\$10,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,273,090	\$3,680,675	\$4,712,885
FULL-TIME BUDGETED EMPLOYEES	14	14	15

HUMAN SERVICES - RECREATION

MISSION & SERVICES

The Recreation Division provides high quality, affordable, and accessible recreational opportunities for thousands of users in both indoor and outdoor settings. Recreation manages citywide and neighborhood-based recreation programs and is responsible for scheduling athletics in all City parks, working closely with Cambridge Public Schools' Athletic Department and youth leagues to ensure field use is prioritized for youth. Recreation manages both Danehy Park, the main site of athletic leagues and citywide cultural events, and the Fresh Pond Golf Course, which operates from March to November and is completely self-supporting. The City continues to evaluate the usage of fields and parks and all available amenities to ensure equitable access for residents.

During COVID-19, the War Memorial Recreation Center and Gold Star Pool offered a scaled-back menu of fitness programs and swimming lessons. Enrollments in fitness and swim programs expanded in FY23, especially with youth offerings, and continued growth is expected next fiscal year. There was also a significant increase in daily visits to the facilities, receiving more than 20,000 visits between the Gold Star Pool and War Memorial Recreation Center.

Citywide programming also expanded. Recreation operated a summer bike program, additional basketball leagues for middle and high school students, and several girl-specific sports initiatives, including the launch of girls basketball leagues and the Try On Sports Night, an event sponsored with the Women's Commission which attracted over 200 girls to try the range of organized sports available to them in Cambridge. The Summer Concert Series, Screen on the Green and a variety of special events filled the parks with entertainment. Camp Rainbow and the Cambridge Program provided connection, care, and recreation to over 106 children and adults with special needs. Recreation staff partnered again with the Summer Food program, providing staffing for food delivery, while offering employment and leadership opportunities to dozens of youth and young adults.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Provide high quality swimming and recreation instruction to children and adults.
2.  Coordinate and maximize use of the City's parks, fields, and facilities to support CPSD Athletics, community organization, and resident use.



The Cambridge Program for Individuals with Special Needs after winning the Division 1 title and Division 2 gold

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of youth participants in swimming and recreation classes	1,520	1,600	1,650
1	Number of adult participants in recreation and swimming classes	138	150	180
1	Number of youth participants in recreation-run sports leagues	822	850	850
2	Number of field hours permitted for athletic and recreational use	17,878	19,000	19,500

RECREATION DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,020,545	\$3,514,740	\$3,885,565
OTHER ORDINARY MAINTENANCE	\$892,720	\$760,905	\$898,205
TRAVEL & TRAINING	\$3,125	\$3,800	\$3,800
EXTRAORDINARY EXPENDITURES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED EXPENDITURES	\$3,956,390	\$4,319,445	\$4,827,570
FULL-TIME BUDGETED EMPLOYEES	13	14	15

HUMAN SERVICES - AGENDA FOR CHILDREN LITERACY AND OST

MISSION & SERVICES

The Agenda for Children is a collaboration of the Cambridge Health Alliance, community agencies, the Police, School, Library, and Human Services Departments, and the Cambridge Community Foundation to enhance the successful growth of Cambridge’s children. The Agenda for Children Literacy Initiative features three programs: *Let’s Talk!* early literacy program, which helps children develop early literacy skills by educating and supporting parents and caregivers; *Cambridge Dads*, which supports Dads in their role as parents; and *Pathways to Family Success*, which supports low-income immigrant families with children in K-3rd grade. Activities include literacy home visits, mom, dad and caregiver workshops, literacy playgroups, Born to Read packets sent to newborns, Story Walks, the Book Bike program, parent

and child events, weekly text-a-tip, and family childcare supports. Programming was held both in-person and virtually.

The Agenda for Children Out of School Time (AFCOST) Initiative's mission is to convene, catalyze, and support the youth-serving community to increase equity, access, innovation, and quality out of school time (OST) opportunities for all children, youth, and families. AFCOST programs supporting this mission include: OST Coalition, Quality Improvement System, OST Learning Institute, OST Symposium, Family Partnering Digital Storytelling, Elementary School OST and Middle School Networks. The AFCOST supports OST professionals in their continued commitment to their own professional development, healing, and growth and their commitment to providing children, youth, and families with equitable access to quality out of school time programs. Liberation of Leadership, Changemakers Youth Advocacy, Healing-Centered Engagement, and Social and Emotional Learning, Family Engagement and Quality Program Design have been and continue to be integral learning areas for the OST community.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. **Increase OST staff capacity to offer high quality programs to children and youth.**
2. **Provide education and support to parents and caregivers of children birth to age five to support them as children's first and most important teachers.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Programs participating in the Agenda for Children OST Coalition	59	56	60
1	OST staff engaged in professional development activities	312	260	300
1	Percent of Program Directors reporting increased capacity to offer high quality programs or increased knowledge of professional development topics	85%	85%	85%
2	Number of parents/caregivers and children reached by core programming	1,265	1,634	1,650
2	Number of books distributed to children, families, and staff	8,144	9,250	9,250

AGENDA FOR CHILDREN LITERACY AND OST DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$568,055	\$592,010	\$680,995
OTHER ORDINARY MAINTENANCE	\$238,850	\$173,750	\$173,750
TRAVEL & TRAINING	\$1,620	\$3,235	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$808,525	\$768,995	\$856,245
FULL-TIME BUDGETED EMPLOYEES	3	3	3

HUMAN SERVICES - BABY U AND CENTER FOR FAMILIES

MISSION & SERVICES

The Center for Families is the family support arm of the Department of Human Service Programs. The Center for Families provides families with children prenatal to age eight with universal strength-based parenting education and support, activities that promote the parent-child relationship, programs that promote early childhood development, home visiting, *Cambridge Dads* - programs specifically for fathers, intensive family support through Baby University, and access to information and resources. Center staff speak 10 different languages and reflect the linguistic, racial, and cultural diversity of Cambridge in order to ensure that all families can access family support services.

Baby University (Baby U) is the intensive family support program of the Center for Families that serves Cambridge families with children 3 years old or younger. Through workshops offered on Saturday mornings over a 14 week series, the program provides parent education, parent/child activities, home visits, and access to community resources. Parents who complete the program are invited to join the Baby U Alumni Association. The Association offers workshops, discussion groups, family fun events, and one-on-one services that provide ongoing support and maintain connections between staff and families until their youngest child (who made them eligible for the program) successfully completes Kindergarten.

This year, the Center for Families developed and offered programming and supports that focused on both parent isolation and children's social-emotional development. Feedback from families and staff observations have shown an increase in parents feeling stressed and children needing extra supports in self-regulation and school-readiness skills, as well as families' desire to break isolation and connect with the community. Baby U continues to prioritize Cambridge families who live in low-income housing with children 3 years old or younger with a strong commitment to enrolling and engaging fathers, a population often not intentionally included in parenting support programs. Baby U also continued to support families in accessing essential items (diapers, clothing, food) throughout the pandemic.



A family enjoying a Baby U alumni event

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Through Baby U, engage parents of very young children in an intensive program to provide them with research and best parenting practices to increase their skills and confidence.**
-  2. **Create multiple opportunities for families to enhance parent-child relationships.**
-  3. **Enhance families' ability to access programming, especially for those families most in need of support.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of parents participating in intensive 14-week program.	20	26	30
1	Percent of eligible Baby U graduates participating in Baby U Alumni Association activities	50%	60%	80%
2	Number of families participating in Center for Families programming	675	700	725
2	Number of hours of father-only programming	35	35	50
2	Number of men receiving a weekly text message that offers parenting information, and promotes involvement in their children's lives	350	350	350
3	Number of hours of outreach programming held in housing complexes and other community locations	75	125	150

BABY U AND CENTER FOR FAMILIES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$366,595	\$506,535	\$1,002,060
OTHER ORDINARY MAINTENANCE	\$38,590	\$56,850	\$73,850
TRAVEL & TRAINING	\$0	\$1,280	\$1,280
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$405,185	\$564,665	\$1,077,190
FULL-TIME BUDGETED EMPLOYEES	1	2	3

HUMAN SERVICES - COLLEGE SUCCESS



First Generation College Graduate Celebration 2022

MISSION & SERVICES

The College Success Initiative (CSI) is comprised of a network of partners supporting Cambridge students who are from backgrounds historically excluded from higher education; these partners are key to helping CSI achieve its mission: to remove systemic barriers to ensure all students can attain a college degree and to provide college success coaching to students underrepresented in higher education.

A critical element of the Initiative is the personalized, campus-based coaching provided to graduates from Cambridge Rindge and Latin School and the Community Learning Center's (CLC) Bridge to College Program who enroll at Bunker Hill Community College (BHCC) or UMass Boston, the institutions receiving the largest number of CRLS and CLC graduates. CSI coaches help students successfully navigate the academic, social, and financial challenges that make it difficult to persist through degree completion. The wide range of academic and non-academic supports coaches provide is driven by the

complex challenges of the young people and adults they serve. The work coaches do to help students navigate the complicated timelines and systems of higher education – managing the hoops to register or withdraw from a class without payment/penalty, negotiating more time on a project, accessing disability services, collecting and submitting required documentation for financial aid, applying for scholarships, or appealing a grade – is essential to students staying on track. However, it is the support and guidance coaches provide around the family, social, and emotional aspects of a student’s journey that often make the difference between a student dropping out and persisting. Many students drop out temporarily due to financial or other reasons, but coaches stay connected so that when students feel ready to return, the coach is there to support them.

CSI will again host a celebration of first-generation college graduates from across the city to honor their accomplishments and hard won successes.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 1. **Provide personalized, campus-based coaching support to graduates of CRLS, YouthBuild, and the CLC who enroll at BHCC and UMass Boston.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of students enrolled in college receiving coaching services through CSI	226	215	225
1	Number of students who stop out of college, but retain connection to their college success coach with the goal of re-enrolling in the future	n/a	127	130

HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

MISSION & SERVICES

The Community Engagement Team (CET) engages historically excluded, underheard, and underserved Cambridge families from different cultural, racial, and linguistic communities to promote their engagement in City and community resources and to develop community leaders. CET also provides technical assistance on best outreach and engagement practices. CET offers the Making Connections training program, developing outreach skills with City and community staff who want to become proficient in community outreach and engagement.



CET Outreach Workers

CET continues to engage Cambridge families in accessing vital resources, amplifying diverse voices, and strengthening community relationships. In FY23, CET worked with the Community Development Department to replicate the Community Engagement Team Model and support their newly formed outreach team.

CET continues to work closely with several City departments to develop and support outreach and community engagement best practices. CET hosts in-person and virtual networking events to support the Cambridge provider community.

In FY24, in recognition of the critical importance of community engagement for all families, not just those with young children, the Department will expand its community engagement and family support efforts by adding a new Division Head for Community and Family Engagement.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide outreach and education to underserved English language learners and minority communities to engage families, caregivers, and children in resources, to provide learning opportunities and to support their participation in City and community processes.
-  2. Provide training and technical assistance to City agencies and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of parents contacted by outreach workers to inform them about parenting or early literacy events	705	650	750
2	Attendance by providers and community members at citywide networking events	503	250	300
2	Number of agencies/programs that have received CET's technical assistance, including Making Connections training to help them build their community engagement capacity and become more welcoming to underserved communities of Cambridge	33	30	30

COMMUNITY ENGAGEMENT TEAM DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$452,390	\$506,405	\$704,055
OTHER ORDINARY MAINTENANCE	\$194,345	\$194,575	\$194,575
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$646,735	\$701,480	\$899,130
FULL-TIME BUDGETED EMPLOYEES	2	3	3

HUMAN SERVICES - FAMILY POLICY COUNCIL

MISSION & SERVICES

The Family Policy Council develops policy and program recommendations to ensure that Cambridge is a place where children and youth are healthy, safe, educated, and civically engaged. Its membership includes the Mayor, residents, elected officials, City department heads, community and nonprofit leaders, as well as business, early childhood, philanthropic, state, university, and youth representatives. In FY24, the Council will continue to develop recommendations to ensure all children and teens receive the support they need.

The Council established *Find It Cambridge* to make it easier for families to access the most up-to-date information about services and resources in Cambridge. It continues to be one of the fastest and easiest ways for people to explore and find out what is available. The *Find It* Manager supports Cambridge



Cambridge Youth Council visits the US Senate Parliamentarian in DC

residents by directly connecting them to community experts and providers. He helps providers promote their services beyond the website. He trains outreach workers, case managers, program staff, and families on how to navigate *Find It Cambridge* and understand the complex issues that create barriers to access.

The Cambridge Youth Council (CYC) includes 16 high school students who provide the Family Policy Council with valuable youth perspectives. They also work on projects that address the persistent opportunity gap in Cambridge and learn and practice leadership and interpersonal skills. In FY24, they will continue to focus their work on mental health, as well as continue their annual fundraiser and support incoming freshmen at Cambridge Rindge and Latin School.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Develop policies and programs to make it easier for families to access information, services, and resources in Cambridge and deepen family engagement.**
-  2. **Increase youth engagement in the civic life of Cambridge through the creation of opportunities for youth participation.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of engaged users of Find It Cambridge	64,834	64,266	66,766
2	Creation of a Cambridge Youth Council mental health campaign aimed at middle and high school students	5%	25%	50%

FAMILY POLICY COUNCIL DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$191,405	\$201,210	\$316,775
OTHER ORDINARY MAINTENANCE	\$91,690	\$123,680	\$191,680
TRAVEL & TRAINING	\$4,175	\$16,580	\$15,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$287,270	\$341,470	\$524,055
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES - INCLUSION INITIATIVE

MISSION & SERVICES

The inclusion of children with disabilities is a priority of the City. The Inclusion Initiative welcomes individuals with disabilities who meet the basic eligibility requirements of OST programs. The first contact for families who are seeking to enroll their child into a DHSP program such as Community Schools, Youth Programs, Childcare, and King Open Extended Day is from Inclusion Initiative full-time staff. DHSP program staff receive specialized coaching in specific methods on how best to structure their programs to be inclusive. These include: Positive Behavior Support, De-escalation, and more.



Friends visiting the Aquarium

Program participants, either independently or with the provision of reasonable accommodations, should be able and willing to participate in group activities; understand and follow program rules; conduct themselves safely and appropriately in a group setting; and successfully transition from one activity to another.

In FY24, the Inclusion Initiative will continue to focus on rebuilding staff capacity and on providing training opportunities to all staff.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 1. Provide support for children with disabilities to be successfully included in DHSP OST programs.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of children with IEPs successfully participating in OST programs	165	180	200
1	Development of a successful Inclusion Training Plan for new and existing staff	n/a	75%	100%

INCLUSION INITIATIVE DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$409,620	\$411,165	\$1,060,890
OTHER ORDINARY MAINTENANCE	\$28,470	\$40,000	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$438,090	\$451,165	\$1,100,890
FULL-TIME BUDGETED EMPLOYEES	2	2	3

HUMAN SERVICES - KING OPEN EXTENDED DAY

MISSION & SERVICES

The King Open Extended Day (KOED) provides high quality child-centered social learning and academic support to King Open students in Junior Kindergarten through 5th grade, both after school and during the school day. Enlisting and engaging families as partners with King Open faculty, KOED staff creates a rich and responsive environment of learning and community that reinforces each child’s sense of identity, self-esteem, and belonging. KOED staff utilizes project-based learning curriculum delivery and the Nurtured Heart approach to relationship building. Head Teachers at KOED work within the King Open school day classrooms 5 to 10 hours a week supporting students’ academic development by facilitating one-on-one instruction, supporting classroom instruction, participating in Response to Intervention (RTI) initiatives and participating in special education support.



A KOED participant works on an art project

In FY23, KOED rebuilt to pre-pandemic enrollment numbers. In FY24, as a part of DHSP’s City-wide expansion of out of school time opportunities, KOED will grow from 7 classrooms to 10 classrooms, increasing enrollment by more than 50%.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 1. Continue to provide high quality social skill building and afterschool programming. Continue to support students' academic development by working with King Open School faculty during the school day.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of King Open students in junior kindergarten through fifth grade enrolled in KOED	102	132	220
1	Number of students receiving individualized academic support from KOED staff at least twice a week during King Open school day classes	0	14	80
1	Development of qualitative data collection method to measure the social and emotional outcomes of children and families enrolled in KOED	0%	50%	100%

KING OPEN EXTENDED DAY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$779,430	\$903,335	\$1,138,215
OTHER ORDINARY MAINTENANCE	\$54,040	\$56,255	\$56,255
TRAVEL & TRAINING	\$1,000	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$834,470	\$964,090	\$1,198,970
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - OFFICE OF EARLY CHILDHOOD

MISSION & SERVICES

The mission of the Office of Early Childhood is to connect the city's early childhood ecosystem, align early childhood services and information, and advocate for and advance the needs of all young children, their families, and the early childhood workforce. This work is in service to the vision that every child and family in Cambridge has access to high quality early care and education experiences. As a result, all children enter school ready to thrive academically, physically, socially, and emotionally, and continue to do so through third grade and beyond.

In FY23, OEC continued its scholarship program for three- and four-year-olds from low-income families, with 17 community based early childhood programs on its menu of preschool options. It also increased its number of children accessing scholarships by 17%. OEC continued its partnership with CAAS Head Start, providing funding so that Head Start could offer its programs to participants for a full day year-round at both of its Cambridge sites. OEC also continued to expand free professional development workshops and college courses for teachers in Cambridge early learning centers, offering scholarships for each participants' choice of five different college courses, and launching its Early Childhood Career Training Program in partnership with the Community Learning Center and Office of Workforce Development.

In FY23, the Office of Early Childhood began the intensive planning process for the launch of universal preschool in Cambridge. This work included organizing an advisory committee and task forces focused on each of the three strategic areas of universal preschool (workforce development, program quality, and family hub). It also included completing comprehensive research, both internally, and in partnership with Harvard University on the current state of the workforce, assessing program capacity across the city, and surveying families about the overall experience and hopes for preschool in the city. This work culminated in the drafting of a set of recommendations that guides the continued planning of universal preschool moving forward.

In FY24, OEC will pivot from planning to implementation for universal preschool; operationalizing the research and recommendations described into an actionable set of guidelines that support a unified preschool system across the district, city, and community-based partners. Continuous quality improvement, professional development, the scholarship program, and policy and advocacy work will continue - in service to universal preschool, as well as to all children ages 0 – 5 and the educators that teach and support them.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Increase amount of engagement in professional development offerings through increased number of participants, and total number of hours delivered.
-  2. Enhance program quality in community-based center and family-based programs.
-  3. Expand access to high quality preschool opportunities for three and four-year-olds from low-income families.
-   4. Develop a shared platform for providing early childhood information about programs, quality, and application processes to the broader community.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of educators participating in free college courses and other professional development workshops	583	600	650
2	Number of children 0-5 enrolled in programs participating in the Continuous Quality Improvement Program	988	1,133	1,500
2	Number of programs benefitting from support through OEC	20	24	30
3	Number of children receiving scholarships to high quality preschools	61	70	75

OFFICE OF EARLY CHILDHOOD DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$1,035,960	\$1,789,470	\$3,075,050
OTHER ORDINARY MAINTENANCE	\$3,115,110	\$3,568,965	\$4,415,245
TRAVEL & TRAINING	\$2,360	\$5,960	\$5,960
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,153,430	\$5,364,395	\$7,496,255
FULL-TIME BUDGETED EMPLOYEES	7	11	15

HUMAN SERVICES - STEAM



Early childhood educators engaged in a Shadow Play professional development workshop

MISSION & SERVICES

The Cambridge STEAM Initiative is a joint venture between DHSP, the School Department, and the Library. STEAM is an approach to learning that uses any combination of STEAM areas of study – Science, Technology, Engineering, Arts, and Math – as access points for inquiry, dialogue, and critical thinking. Using a racial justice lens to frame all of its efforts, the STEAM Initiative works to ensure that Cambridge residents who have been historically excluded by systemic inequities have access to high quality STEAM programming, resources, and skill-building opportunities. The Initiative works to share the knowledge of practitioners to strengthen, support, and connect Out of School Time and public school partners to deliver quality STEAM programming.

The STEAM Initiative collaborates closely with the CPS Math Department on a math mindsets evaluation of all 6th, 7th, and 8th graders at Rindge Avenue Upper School, Putnam Avenue Upper School, and Cambridge Street Upper School to examine students’ math identity, interest, confidence, efficacy, and

sense of belonging in their math class. Next year, this work will expand to the remaining two upper schools, Vassal Lane Upper School and Amigos School. STEAM is working with CPS Math leaders and the Young People’s Project to co-create *Math is What You Make It*, a non-honors math course at CRLS, to engage students who are interested in math education and social justice in effective math pedagogy and a pathway to becoming a math educator. The Initiative also ran its annual STEAM It Up! event at Putnam Avenue Upper School in fall 2022, which drew hundreds of families.

The STEAM Initiative actively fosters networks for practitioners who are interested in aligning their work in pursuit of systemic impact and change. In FY23, the STEAM Initiative continued to hold space with Science Club for Girls, Broad Institute, Cambridge School Volunteers, Lemelson-MIT, and the MIT Museum to create spaces of belonging for young people. These leaders are working to foster organizational change and support training to ensure that all adults, including volunteers, staff, board members, leaders, and the like, who support and/or mentor Cambridge’s diverse young people engage through an anti-racist lens to co-create spaces of belonging with youth. The Makerspace Group has engaged makerspace hosts and educators from the Foundry, the Cambridge Public Library, MIT Edgerton Center, CPS Instructional Technologies, CCTV, Cambridge Youth Programs and Lesley STEAM Learning Lab to create a shared vision for makerspaces and makerspace education in Cambridge. The Initiative is also gathering internship providers and special education experts from the Office of Workforce Development, Cambridge Youth Programs, Cambridge Rindge and Latin School, Lesley University, UMASS Boston and DHSP’s Inclusion Initiative to plan how providers collectively support teens who have more needs in meaningful work-based STEAM learning experiences and internships.

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 🔑 1. **Engage partners from across the STEAM ecosystem to create more equitable access to quality STEAM learning opportunities.**
- 2. **Expand participation of low-income and BIPOC families and learners in hands-on STEAM education.**
- 🔑 3. **Increase access to quality STEAM career exploration and work-based learning opportunities for youth through partnerships with business and higher education partners.**

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of educators supported with professional development, coaching or communities of practice to enhance STEAM program offerings	112	211	210
2	Number of adults and children participating in hands-on STEAM activities at the annual STEAM It Up! neighborhood event	900	650	650
3	Number of youth participating in STEAM work-based learning opportunities, including internships	234	270	280

HUMAN SERVICES - CHILDCARE & FAMILY SUPPORT SERVICES

MISSION & SERVICES

The Childcare and Family Support Division offers high quality services that support children's social and emotional development and school success in preschool and afterschool programs. Approximately 168 Cambridge preschool children ages 2.9 to Kindergarten benefit from play-based early learning experiences provided in a stimulating and nurturing environment. The Preschools are highly rated and are accredited by the National Association for the Education of Young Children.

Approximately 170 Cambridge children, ages 4.5 to 11 years old, participate in afterschool programming five days a week, as well as in programs offered during school vacation weeks and on snow days. Programs offer developmentally appropriate, project-based learning curriculum linked to Department of Elementary and Secondary Education Curriculum Frameworks. Activities are designed to improve children's personal and social development. Afterschool program staff connect with school day teaching staff to provide children with individualized support.



Afterschool treats

Preschool programs implemented a new, more equitable tuition scale in FY21, with Afterschool programs following suit in FY22. Now, families up to 120% of HUD AMI received subsidized care without needing to apply for scholarships. In FY20, the Preschool enrollment process was shifted to a more equitable lottery system with reserved priority seating for families at or below 65% of HUD AMI. The transition to a lottery system has been successful in creating more equitable access to quality care for families. In FY23, 50% of Preschool enrollment is at or below 65% of HUD AMI. In FY23, the Division shifted the Afterschool enrollment process to reflect the same equity values that have been incorporated in the Preschool enrollment process and the enrollment for FY24 will be determined by an equitable lottery system.

The staffing challenges that began with the pandemic have continued in Preschool and Afterschool programs, as well as the subbing pool, which reflects nationwide trends in child-serving programs. In FY23, the Division was able to recruit additional subs to help cover vacancies. In FY24, the Division will continue to explore ways to recruit and retain qualified staff for the programs.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Continue to offer high quality, affordable, licensed preschool and afterschool programming to a diverse population.
2. Provide families with parenting education and engagement to support them in raising children who thrive and succeed.
3. Continue to support connections between school day and afterschool staff to provide consistent support to children and families.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Percent of priority families (families at or below 65% of HUD AMI) served in the preschools	45%	50%	50%
1	Percent of teachers remaining for more than 2 years	57%	62%	65%
1	Percentage of priority families (families at or below 65% of HUD AMI) served in Afterschool	25%	35%	40%
2	Percent of afterschool families engaged with staff around student progress and development	N/A	50%	55%
3	Number of children for whom a connection is made between school day and afterschool teaching staff	24	80	100

CHILDCARE & FAMILY SUPPORT SERVICES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$5,729,140	\$6,041,555	\$6,368,460
OTHER ORDINARY MAINTENANCE	\$217,980	\$254,535	\$262,385
TRAVEL & TRAINING	\$10,200	\$21,750	\$21,750
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,957,320	\$6,317,840	\$6,652,595
FULL-TIME BUDGETED EMPLOYEES	45	45	45

HUMAN SERVICES - COMMUNITY SCHOOLS

MISSION & SERVICES

Ten Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all ages. School-aged children have access to cost-effective afterschool enrichment classes, February and April vacation camps, and summer camps. Community Schools feature Science, Technology, Engineering, Arts, and Mathematics (STEAM) education and summer camps have integrated STEAM and visual and performing arts classes. The programs partner with many organizations including Knucklebones, Kids' Test Kitchen, Farrington Nature Linc., Empow Studios and Chess Wizards.



Community School participants examining art

This past fiscal year Community Schools grew the participation rate of low income families from 33% to 44%. During FY24, Community Schools will continue to enhance the content of enrichment by re-establishing partnerships with outside educational organizations, surpassing pre-pandemic engagement. Also in FY24, in an effort to increase the number of after school spaces, a new staffing model will be piloted at 2 sites by adding FT teaching staff to each site in order to stabilize the staffing structure. Additionally, the King Open site will be combining with the King Open Extended Day Program to be able to expand the number of afterschool spaces at the King Open building.

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to provide quality OST programs, such as enrichment classes and summer and vacation camps.
-  2. Provide year-round programs and events for children, families, and seniors to foster community.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of full time seats in Community Schools afterschool programs	688	702	740
1	Number of seats in summer camps	555	633	720
1	Percentage of priority families at or below 65% of HUD AMI served in Community Schools	n/a	43%	45%
2	Number of Arts in the Park events	75	75	92

COMMUNITY SCHOOLS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,731,760	\$5,471,565	\$5,743,170
OTHER ORDINARY MAINTENANCE	\$714,100	\$1,060,340	\$1,207,740
TRAVEL & TRAINING	\$0	\$2,000	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,445,860	\$6,533,905	\$6,952,910
FULL-TIME BUDGETED EMPLOYEES	26	26	26

HUMAN SERVICES - YOUTH PROGRAMS

MISSION & SERVICES

The mission of Cambridge Youth Programs (CYP) is to offer diverse program services, including enrichment, relationship building, and opportunities that enable Cambridge youth ages 9-19 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, civic engagement, and adult life. CYP operates two distinct programs at four of the Youth Centers: an afterschool program for youth in grades 4-8 and an evening Teen Program for youth in grades 9-12. In FY23, the Moses Youth Center served teens exclusively from 2:00-9:00 p.m. CYP programs are designed to align with national research to promote youth development and leadership. In addition, CYP offers affordable, fun, high-quality, full-day programs during school vacation weeks and summer months.

CYP will continue to provide high-level professional development by partnering with Lesley University to teach a credit-bearing course to staff focused on developing and implementing Success Plans. CYP will continue to ensure that Pre-teen, Middle School, and Teen programs are providing a just, joyful, and caring community where young people forge healthy relationships, discover who they are, and develop new skills for now and for the future.



A field trip on the Charles

FY24 OBJECTIVES & PERFORMANCE MEASURES

- 🔑 1. Provide quality, affordable OST programs for preteens, middle schoolers (grades 4-8), and teens (grades 9-12).
- 👥 2. Strengthen connections to families, neighborhoods, schools and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Number of 4th-8th grade seats in afterschool programs	295	295	335
1	Number of staff engaged in data-driven quality improvement and professional development efforts	53	60	60
1	Number of teens engaged in specialized programs, including work-based learning and leadership development programs	157	197	170
1	Percent of young people who can identify an adult champion at CYP	83%	83%	85%
2	Number of family and community events sponsored or supported by CYP	8	15	15

YOUTH PROGRAMS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$2,738,835	\$3,936,270	\$4,131,690
OTHER ORDINARY MAINTENANCE	\$195,240	\$198,550	\$198,550
TRAVEL & TRAINING	\$220	\$6,200	\$6,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,934,295	\$4,141,020	\$4,336,440
FULL-TIME BUDGETED EMPLOYEES	20	20	20

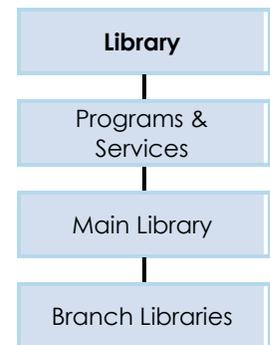
LIBRARY

DEPARTMENT OVERVIEW

Since 1889, the Cambridge Public Library has been a vibrant place of learning and community where all are welcome to expand their horizons. Through the Main Library and six neighborhood branches, the Library operates as a unified system to offer free library services and programs to residents. The Library’s mission is to welcome all, inspire minds, and empower community.

In FY22, the Library welcomed over 660,000 visitors, circulated over 1.7 million items, and hosted over 1,800 public programs. Through free collections, programs, and services, the Library celebrates the cultural and intellectual vitality of the community and fosters residents' self-development and discovery of the universe of ideas.

The Library’s takeout technology service allows patrons to use library laptops and mobile Wi-Fi hotspots at home. The STEAM partnership with the City’s STEAM Initiative offers ongoing opportunities for youth and adults to explore design thinking and develop STEM-based skills. Virtual lectures and workshops connect residents with renowned authors and engaging learning experiences. In order to meet the Library’s core value to provide equitable access for the community, the Library is now Fine Free and no longer charges patrons for late returns of library materials. The Library is always open online, and its robust online resources include access to digitized one-of-a-kind historic material and downloadable or streaming books, movies, music, magazines, and learning resources.



LIBRARY DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$479,235	\$512,660	\$548,430
TAXES	\$15,657,415	\$16,958,155	\$18,402,300
TOTAL BUDGETED REVENUE	\$16,136,650	\$17,470,815	\$18,950,730
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$11,449,435	\$12,540,575	\$14,501,945
OTHER ORDINARY MAINTENANCE	\$3,554,280	\$3,375,560	\$4,311,635
TRAVEL & TRAINING	\$83,740	\$188,760	\$137,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$15,087,455	\$16,104,895	\$18,950,730
FULL-TIME BUDGETED EMPLOYEES	83	88	91

LIBRARY - PROGRAMS & SERVICES

MISSION & SERVICES

The Cambridge Public Library’s services and programs span seven library locations. Because the Library operates as one entity, the objectives and performance measures listed below reflect programs and services offered by the entire system. Every library location circulates materials, answers patron queries, hosts public programs, registers new borrowers for library cards, and offers technology services.

FY24 OBJECTIVES & PERFORMANCE MEASURES

1.  Provide library users with access to a wide range of collections and services to satisfy their needs and interests.
2.   Offer free public programs for all ages to foster growth, learning, and community.
3.  Promote a wide range of literacies, including reading, STEAM, and more, from birth through adulthood.
4.   Increase equity, diversity, and inclusion in library services by reducing barriers to access and reflecting the diversity of the community in staff and services.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Total circulation	1,709,304	1,700,000	1,700,000
1	Usage of electronic collections	649,252	650,000	650,000
1	Number of registered cardholders	80,973	82,000	82,000
1	Public computer sessions	49,000	60,000	60,000
1	Wi-Fi sessions	384,323	400,000	450,000
2	Total program attendance	33,863	50,000	60,000
3	Adult literacy and ESOL program attendance	4,241	4,200	5,000
3	STEAM program attendance	6,793	7,000	8,000
3	Summer reading program attendance	3,851	8,490	8,500
4	Library cards issued through kindergarten campaign	430	384	400
4	Participation in outreach visits for children and teens	12,084	15,000	18,000
4	Participation in outreach visits for adults	387	350	400
4	Materials delivered to home-bound residents and senior housing	7,808	7,800	7,800

LIBRARY - MAIN LIBRARY

MISSION & SERVICES

The award winning, 103,900 sq. ft. Main Library is the largest location in the Cambridge Public Library system. The historic original building, donated by Fredrick H. Rindge, is in the Richardsonian style and was renovated by Ann Beha Architects. A contemporary wing was added in 2009, designed by William Rawn Associates. The Main Library features comfortable seating, public desktop computers and laptops, and community meeting spaces. It is also the host of the Library's STEAM spaces, The Hive, Tech Bar, and Learning Lab. It is open seven days a week from September through June and six days a week in July and August. It offers an in-depth selection of materials both for at home and in-library use. It also offers lectures, films, author events, concerts, and other educational and cultural events for the Cambridge community.

Administrative functions of the library are housed in the Main Library, including financial planning and operations, purchasing, human resources, facilities management, information technology, acquisitions and processing of library materials, and marketing and communications.



Director Maria McCauley welcoming Nobel Prize-winning writer Wole Soyinka to the Main Library in September 2022

FY24 OBJECTIVES & PERFORMANCE MEASURES

1. Continue to promote active use of the Main Library as a welcoming, flexible, and inviting civic space.



2. Offer free public programs for all ages to foster growth, learning, and community.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Patron visits to Main Library	358,042	375,000	400,000
1	Public use of meeting and study rooms	6,898	5,300	6,000
2	Programs offered to the community	1,334	1,200	1,300

MAIN LIBRARY DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$8,098,955	\$8,911,070	\$10,506,300
OTHER ORDINARY MAINTENANCE	\$3,541,560	\$3,309,620	\$4,164,155
TRAVEL & TRAINING	\$83,740	\$188,760	\$137,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$11,724,255	\$12,409,450	\$14,807,605
FULL-TIME BUDGETED EMPLOYEES	61	66	68

LIBRARY - BRANCH LIBRARIES

MISSION & SERVICES

The Library’s six branch locations—Boudreau, Central Square, Collins, O’Connell, O’Neill, and Valente—provide neighborhood-based services to residents, especially to children and families.

The intimate size of the branch libraries enables them to customize services for the unique needs of their patrons. Branch collections focus on high-demand materials, such as popular fiction and nonfiction and audiovisual materials. Branch staff members conduct outreach to connect with neighborhood residents through public housing developments, elementary and upper schools, and community-based organizations. Central Square Branch is home to the Library’s Adult Literacy Program, which serves hundreds of community members annually. English for Speakers of Other Languages (ESOL) classes are also offered at O’Connell Branch, O’Neill Branch, and Valente Branch.

In January 2023, the Valente Branch Library and the entire King Open/Cambridge Street Upper School and Community Complex was awarded the 2022 Boston Society of Architect’s (BSA) Harleston Parker Medal People’s Choice Award for the most beautiful building in metro Boston. Interior improvements at Central Square Branch are in progress; O’Connell Branch is getting a new HVAC system; and a new vision for Central Square Branch is being considered for the future. The Library’s Social Work team, based at the Central Square Branch, helps connect vulnerable residents with social services and supports staff training and learning.

The recent expansion of branch library hours on evenings and weekends has significantly increased access to library services for working individuals and families. All branch locations offer at least five days and three nights of service, and Saturday hours are offered at three branches: Central Square, Valente, and O’Neill.



Patrons enjoying refreshments, bubbles, and chalk art at the kickoff party for Summer Sundays at Valente Branch Library

FY24 OBJECTIVES & PERFORMANCE MEASURES

-  1. Promote library use and support neighborhood vitality through expanded hours at branch libraries.
-  2. Increase programs for youth, families, and underserved patrons at branch libraries.

OBJ.	PERFORMANCE MEASURES	FY22 ACTUAL	FY23 PROJECTED	FY24 TARGET
1	Patron visits to branch libraries	302,077	400,000	425,000
1	Public use of meeting and study rooms	1,099	1,500	1,600
2	Programs offered to the community	507	1,400	1,500

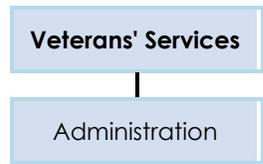
BRANCH LIBRARIES DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$3,350,480	\$3,629,505	\$3,995,645
OTHER ORDINARY MAINTENANCE	\$12,720	\$65,940	\$147,480
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,363,200	\$3,695,445	\$4,143,125
FULL-TIME BUDGETED EMPLOYEES	22	22	23

VETERANS' SERVICES

DEPARTMENT OVERVIEW

The Veterans' Services Department provides specialized support and access to a network of benefits, services, and programming to ensure that all veterans, their survivors, and their dependents not only survive, but thrive.



The state-mandated Chapter 115 Veterans' Benefits program provides monetary aid in the form of housing assistance, medical reimbursements, and a cash benefit to qualified veterans and/or their dependents. The Veterans' Services Department disburses these benefits to ensure that no veterans or their dependents are hungry, homeless, or medically deprived. Approximately 75% of the cash benefits are reimbursed to the City by the state. The Department further assists clients with applying for federal Department of Veterans Affairs (VA) benefits and Social Security programs. The strength of this collaboration with federal partners provided \$669,102 in Veterans Administration benefits to Cambridge Veterans and their dependents between October 2021 and September 2022.

The Department resumed in-person programming for several regular events, including Patriot's Day, Memorial Day, and Veterans Week in 2022. The team continues to offer in hybrid services to meet the needs of the community. The opportunities to engage in trainings and events offered by federal, state, universities and non-government organizations virtually has significantly increased its foundational knowledge and contacts throughout the veteran community. The staff continue to conduct wellness calls, which provide residents with connectedness and enable the staff to accommodate needs for food, medical supplies, and any unexpected financial needs quickly. The Department is gradually resuming programming that has been offered through the Veterans' Life and Recreation Center, focusing on life skills, restorative therapies, alternative health and wellness, and social networking opportunities for veterans.

With the support of City leadership, the Department will utilize available volunteer firefighters, police officers, City staff and local youth organizations to decorate more than 1,000 graves.

VETERANS' SERVICES DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
INTERGOVERNMENTAL REVENUE	\$264,315	\$112,295	\$89,275
TAXES	\$691,170	\$1,010,605	\$978,325
TOTAL BUDGETED REVENUE	\$955,485	\$1,122,900	\$1,067,600
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$452,080	\$414,465	\$422,800
OTHER ORDINARY MAINTENANCE	\$115,150	\$49,770	\$64,800
TRAVEL & TRAINING	\$384,995	\$448,250	\$580,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$952,225	\$912,485	\$1,067,600
FULL-TIME BUDGETED EMPLOYEES	2	3	3

VETERANS' SERVICES - ADMINISTRATION & BENEFITS

MISSION & SERVICES

The Department is committed to assisting newly arriving veterans as well as long-term residents. Its goal is to not only provide VA and MGL Chapter 115 benefits, but to nurture collaboration and regional partnerships, build community outreach, and provide education that focuses on veteran minority populations as well as the most vulnerable in the city. This is accomplished by regularly reviewing client services and operational efficiency.

Collaboration with national service organizations and regional events enables the Department to enhance initiatives such as promoting artistic talent in the veteran community and supporting alternative therapies such as acupuncture, gyro kinesis, meditation, and yoga. The Department demonstrates its continued commitment to addressing residents' concerns with the Veterans Benefits Administration and the Veterans Health Administration by liaising with the local district offices of Cambridge's congressional representation.



Veterans' Services staff

The Veterans' Department continues to customize workshops on topics such as financial literacy, journaling, self-care, wellbeing, and resiliency. With the steadfast mission of inclusion and mindfulness for enriching opportunities, the Veterans' Department encourages, supports, and offers not only services, but hope.

FY24 OBJECTIVES & PERFORMANCE MEASURES

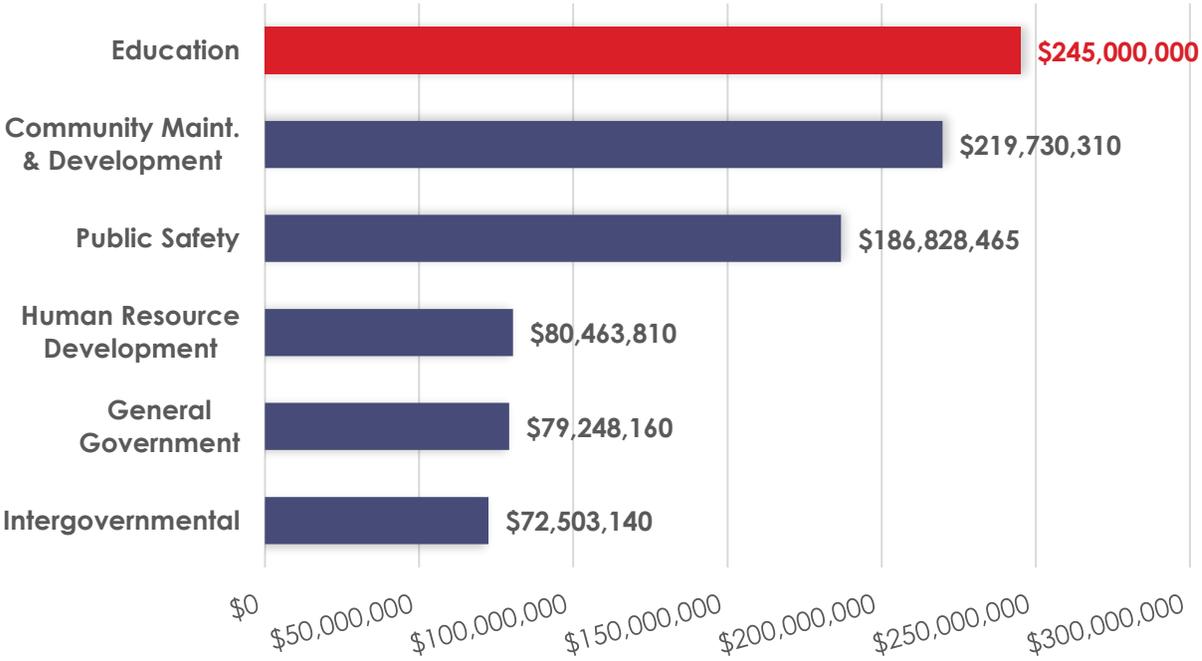
-  1. Encourage community participation in veterans' events through all virtual platforms. Increase service outreach to the most vulnerable in the community through other organizations, especially nonprofits.
-  2. Continue developing City staff skills with an emphasis on team-building, knowledge-sharing, diversity, and inclusion.
-  3. Identify and access all available federal and state resources for eligible clients.
-  4. Collaborate with other City departments as well as local, federal, state, and private organizations in efforts to provide affordable housing to clients.

ADMINISTRATION & BENEFITS DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
SALARIES & WAGES	\$452,080	\$414,465	\$422,800
OTHER ORDINARY MAINTENANCE	\$115,150	\$49,770	\$64,800
TRAVEL & TRAINING	\$384,995	\$448,250	\$580,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$952,225	\$912,485	\$1,067,600
FULL-TIME BUDGETED EMPLOYEES	2	3	3

EDUCATION

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$24,260,825	\$23,888,175	\$23,888,175
MISCELLANEOUS REVENUE	\$186,090	\$50,000	\$50,000
TAXES	\$199,355,015	\$208,275,965	\$220,886,825
TOTAL BUDGETED REVENUE	\$223,976,930	\$232,389,140	\$245,000,000
PROGRAM EXPENDITURES			
EDUCATION	\$221,315,440	\$232,389,140	\$245,000,000
TOTAL BUDGETED EXPENDITURES	\$221,315,440	\$232,389,140	\$245,000,000

EDUCATION

DEPARTMENT OVERVIEW

The submitted FY24 School Department budget of \$245,000,000 represents an increase of \$12,610,860 or 5.4% over the FY23 budget of \$232,389,140. The FY24 budget meets financial guidelines established by the City Manager. Detailed information on the FY24 School budget can be found on the Cambridge Public Schools (CPS) website at www.cpsd.us.

Superintendent Dr. Victoria Greer's message for FY24 reads as follows:

This school year has been one of resetting and renewal as we started focusing on our collaborative work of educating our students, supporting our educators, and thoughtfully engaging families. We are proud of our accomplishments thus far and look forward to more milestones and achievements as the school year progresses.

Our work, focus, and perspective are grounded in our three-year District Plan, with the vision, mission, and core values serving as our foundation. Our strategic objectives and focused initiatives drive our strategy for improving outcomes, including the design and planning for the FY24 budget.

While we have much to celebrate, there is still much work to be done to ensure that all of our students gain the knowledge and skills needed to leave the Cambridge Public Schools prepared for college and career and to live out the district's vision that **"Our students are critical thinkers, lifelong learners, and builders of a more equitable society who graduate prepared to make informed choices about their future."**

The FY 2024 budget process was centered on equity in stakeholder engagement and voice; specifically those who have not previously been involved in the community conversations. We intentionally aligned planning for the FY 2024 general fund budget and the federal COVID-19 relief grant from the Emergency Elementary and Secondary School Emergency Fund (ESSER) to our District Plan. Guiding principles and questions guided the decision-making process related to budget investments. This budget proposal, which includes both general fund and ESSER funds, focuses on the four strategic objectives:

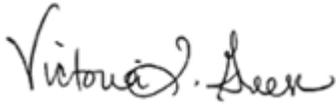
1. Deliver Ambitious Instruction and Effective Supports
2. Provide Accessible College and Career Pathways
3. Effective Staff Learning Support
4. Building Welcoming and Supportive Schools and District

The investments demonstrate our intentionality in narrowing the achievement and opportunity gaps, supporting educator effectiveness and delivering high quality, robust curriculum in every school and classroom, and supporting our youngest learners through planning for the implementation of universal preschool.

In total, the FY 2024 general fund budget investment is \$245,000,000, a \$12.6 million increase over the FY 2023 budget. In addition, the budget also includes \$3.9 million in ESSER funded investments. I want to acknowledge City Manager Yi-An Huang for his commitment and ongoing support for education and the Cambridge Public Schools. He and his staff have been supportive, collaborative partners in this important work.

I also deeply appreciate the School Committee’s partnership in developing the budget. I look forward to continued conversations and collaboration with the School Committee as well as other stakeholders in our community.

Make It Great!!



Victoria L. Greer, PhD
 Superintendent of Schools

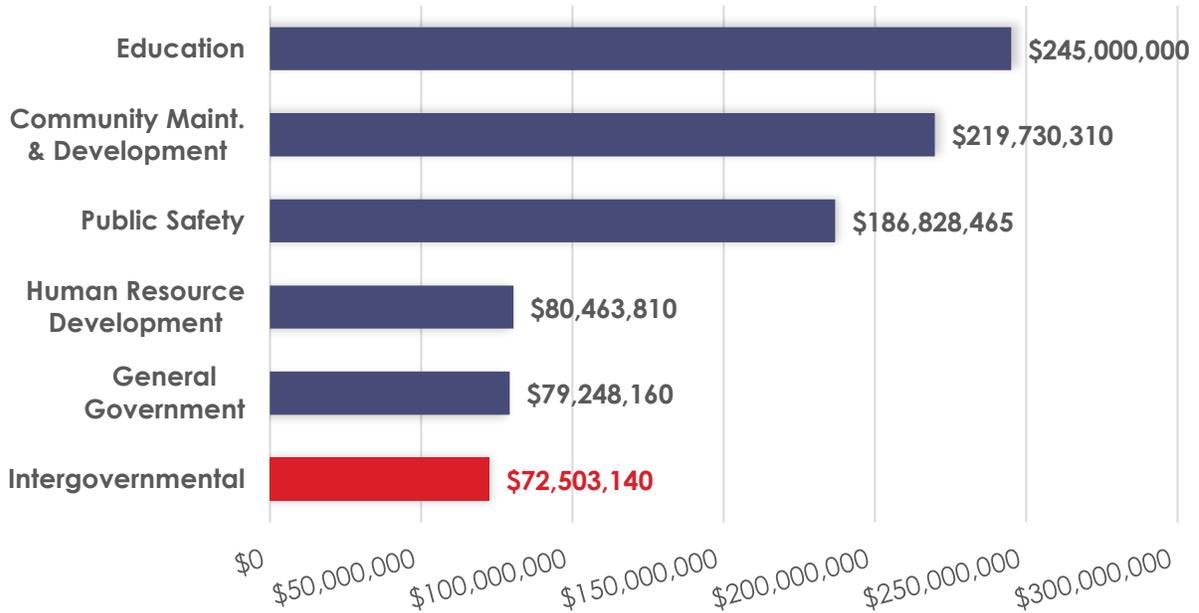
EDUCATION DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$24,260,825	\$23,888,175	\$23,888,175
MISCELLANEOUS REVENUE	\$186,090	\$50,000	\$50,000
TAXES	\$199,355,015	\$208,275,965	\$220,886,825
TOTAL BUDGETED REVENUE	\$223,976,930	\$232,389,140	\$245,000,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$181,132,120	\$191,128,280	\$204,212,725
OTHER ORDINARY MAINTENANCE	\$38,592,980	\$39,220,580	\$39,329,410
TRAVEL & TRAINING	\$1,185,210	\$1,588,280	\$1,305,865
EXTRAORDINARY EXPENDITURES	\$405,130	\$452,000	\$152,000
TOTAL BUDGETED EXPENDITURES	\$221,315,440	\$232,389,140	\$245,000,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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INTERGOVERNMENTAL

FY24 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 PROPOSED
CHARGES FOR SERVICES	\$28,354,015	\$28,798,865	\$30,776,070
INTERGOVERNMENTAL REVENUE	\$11,602,325	\$18,031,760	\$17,900,610
TAXES	\$24,524,900	\$24,527,610	\$23,826,460
TOTAL BUDGETED REVENUE	\$64,481,240	\$71,358,235	\$72,503,140
PROGRAM EXPENDITURES			
CAMBRIDGE HEALTH ALLIANCE	\$7,600,000	\$7,750,000	\$8,316,000
CHERRY SHEET	\$29,096,770	\$34,251,530	\$33,586,010
MASSACHUSETTS WATER RESOURCES AUTHORITY	\$27,759,220	\$28,578,470	\$30,601,130
TOTAL BUDGETED EXPENDITURES	\$64,455,990	\$70,580,000	\$72,503,140

CAMBRIDGE HEALTH ALLIANCE

DEPARTMENT OVERVIEW

The Cambridge Public Health Commission, d/b/a Cambridge Health Alliance (CHA), has served as a vital resource to residents of Cambridge since its 1996 creation as an independent public instrumentality by special act of the legislature, Chapter 147 of the Acts of 1996. The legislation charges CHA to "perform the duties conferred or imposed upon boards of health of cities in the Commonwealth" by state law, which CHA does through its Cambridge Public Health Department. As provided in the legislation, in 1997 the City of Cambridge and CHA entered into an agreement for CHA to perform this essential function, and in 2022 the City and CHA renewed the agreement for an additional four-year period that runs from July 1, 2024 until the last day of fiscal year 2028.

An integral part of CHA, the Cambridge Public Health Department (CPHD) protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. Main focus areas are communicable disease prevention and control, emergency preparedness and community resilience, environmental health, epidemiology, population health initiatives, regulatory enforcement, and school health. The Department plays a major role in several City initiatives, including climate change planning, the Agenda for Children, and the Cambridge Food and Fitness Policy Council, and the citywide response to the COVID-19 pandemic.

Fortunately, knowledge of mitigation strategies and the availability of vaccines, boosters, improved treatment for COVID-19, and strong relationships with City and community partners put CPHD in a better position than previous years to manage the impact of the pandemic. In FY23, CPHD staff administered over 4,700 COVID-19 and flu vaccines (to date); delivered rapid tests and high-quality masks to residents with COVID-19, and distributed over 70,000 rapid tests to the community; and kept residents well-informed about COVID-19 through news articles and social media.

CPHD balanced its response to the pandemic with its other public health responsibilities. Staff remained focused on the department's public health mission, protecting the health of the people who live, work, and study in Cambridge. This involved promoting healthy lifestyles; collecting and monitoring data; operating a regional TB clinic at Cambridge Hospital; providing health services in the schools; and offering programming in such areas as substance use prevention, literacy, and healthy eating. Highlights in FY23 included responding to Mpox (formerly monkeypox); launching the redesigned CPHD website; leading an initiative to prepare for water, sanitation, and hygiene emergencies among people experiencing homelessness; and hiring a Deputy Chief Public Health Officer.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT						
	FY22 Non-Grant Budget	FY22 Grant Budget	Total FY22 Budget	FY23 Non-Grant Projected	FY23 Grant Projected	Total FY23 Projected
DESCRIPTION - DEPARTMENTAL EXPENSES						
Staffing / Personnel	\$7,531,618	\$223,014	\$7,754,633	\$7,147,109	\$521,639	\$7,668,748
Supplies	\$131,631	\$32,289	\$163,920	\$153,138	\$19,176	\$172,314
Services	\$534,904	\$165,882	\$700,786	\$534,580	\$113,256	\$647,836
Travel / Training	\$38,424	\$ -	\$38,424	\$35,152	\$354	\$35,506
Total Departmental Expense¹	\$8,236,577	\$421,185	\$8,657,763	\$7,869,979	\$654,425	\$8,524,404
CHA PUBLIC & COMMUNITY HEALTH SERVICES						
Cambridge Teen Health Center	\$547,107	\$ -	\$547,107	\$345,474	\$ -	\$345,474
Healthcare for the Homeless	\$241,790	\$ -	\$241,790	\$585,105	\$ -	\$585,105
Institute for Community Health ²	\$ -	\$73,333	\$73,333	\$ -	\$73,333	\$73,333
Physician Consultation	\$63,000	\$ -	\$63,000	\$63,000	\$ -	\$63,000
119 Windsor Street - 5,240 Sq.Ft.. - Maintenance & Utilities Only	\$38,787	\$ -	\$38,787	\$38,787	\$ -	\$38,787
Administrative Services (IT, Human Resources, Finance & Admin) ³	\$1,460,362	\$79,123	\$1,539,485	\$1,424,375	\$116,441	\$1,540,816
Total	\$2,351,046	\$195,417	\$2,503,502	\$2,456,740	\$189,774	\$2,646,515
TOTAL CHA PH EXPENSES (NON-GRANT)	\$10,587,624			\$10,326,719		
TOTAL CHA COMM./PH EXPENSES⁴			\$11,161,265			\$11,170,919

¹Retiree Health expense included in fringe rate. Does not include Depreciation Expense.

²Provided for pediatric, adult medicine, and occupational health consultations.

³Calculated at 11% of operational costs for CHA public and community health services plus health department.

⁴Includes CPHD total grant activity expense.

CAMBRIDGE HEALTH ALLIANCE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
TAXES	\$7,600,000	\$7,750,000	\$8,316,000
TOTAL BUDGETED REVENUE	\$7,600,000	\$7,750,000	\$8,316,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$7,600,000	\$7,750,000	\$8,316,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,600,000	\$7,750,000	\$8,316,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

CHERRY SHEET

DEPARTMENT OVERVIEW

The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state. The figures shown here are based on the Governor's proposed FY24 state budget. The amounts are subject to revision when the final Cherry Sheet is issued after the state budget process is completed.

Air Pollution Control (\$79,555): The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

Education (\$21,900,775): The primary component of this allocation is the Charter School Sending Tuition assessment, which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students, multiplied by the tuition rate of the sending district as calculated by the state.

Metropolitan Area Planning Council (\$67,725): This assessment finances the Metropolitan Area Planning Council, which promotes urban planning, supports regional collaboration, and responds to common urban problems of member communities.

Public Transportation (\$11,363,015): The Massachusetts Bay Transportation Authority provides bus/minibus, trackless trolley, and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95% of all Cambridge residents.

Registry of Motor Vehicles (RMV) Hold Program (\$174,940): This charge enables the City to request that the state RMV not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets.

CHERRY SHEET DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$410,535	\$220,400	\$174,940
INTERGOVERNMENTAL REVENUE	\$11,602,325	\$18,031,760	\$17,900,610
TAXES	\$16,924,900	\$16,777,610	\$15,510,460
TOTAL BUDGETED REVENUE	\$28,937,760	\$35,029,770	\$33,586,010
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$29,096,770	\$34,251,530	\$33,586,010
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$29,096,770	\$34,251,530	\$33,586,010
FULL-TIME BUDGETED EMPLOYEES	0	0	0

MASSACHUSETTS WATER RESOURCES AUTHORITY

DEPARTMENT OVERVIEW

The Massachusetts Water Resources Authority (MWRA) oversees the operation of metropolitan Boston’s sewer and waterworks system. Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City’s water rate. However, because the MWRA is responsible for improving existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City’s sewer service charge.

For FY24, the MWRA estimated assessment of \$30,601,130 represents a 7.1% or \$2,022,660 increase from the FY23 assessment of \$28,578,470. The FY24 MWRA budget amount is based on the estimate received from the MWRA and is subject to change when the MWRA adopts its budget in June 2023. The MWRA assessment accounts for 45% of the total FY24 sewer budget.

MASSACHUSETTS WATER RESOURCES AUTHORITY DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY22 ACTUAL	FY23 PROJECTED	FY24 BUDGET
CHARGES FOR SERVICES	\$27,943,480	\$28,578,465	\$30,601,130
TOTAL BUDGETED REVENUE	\$27,943,480	\$28,578,465	\$30,601,130
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$27,759,220	\$28,578,470	\$30,601,130
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$27,759,220	\$28,578,470	\$30,601,130
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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SECTION VI

PUBLIC INVESTMENT

PUBLIC INVESTMENT

CAPITAL BUDGETING PROCESS

The capital budget is a plan of proposed outlays for the acquisition of long-term capital assets with an initial cost of more than \$10,000 and an estimated useful life in excess of five years and/or additions to those assets and the means of financing those acquisitions during the fiscal period. The capital budget is one of the most significant components of the City's financial plan. Decisions made during this process will have an impact on the City for many years to come. To achieve optimum results from this process, the Capital Investment Committee, consisting of the Deputy City Manager; Assistant City Manager for Fiscal Affairs and Public Investments; representatives from Community Development, Budget, Emergency Communications, Human Services, and Public Works Departments; the Chief Financial Officer of the School Department; and other City staff, meets to ensure that citywide needs are addressed in a timely and efficient manner.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital and bonding plan, to formulate budget guidelines for departments. The City's FY24 projections were presented to the credit rating agencies in February 2023, prior to the bond sale.

The Capital Investment Committee developed an FY24 Pay-As-You-Go capital budget of \$3,865,000 (\$1,600,000 for citywide projects, \$1,200,000 for E-Gov projects, and \$1,065,000 for Participatory Budgeting projects) and presented it to the City Manager for approval.

The Budget Office periodically reviews unexpended balances contained in existing capital budgets to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. Department heads and project managers also work closely with the Finance Department in developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. The Budget Office reviews arbitrage and authorized and unissued balances quarterly to make sure the City is in compliance. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

SUPPLEMENTAL CAPITAL APPROPRIATION PROCESS

Throughout the fiscal year, on the recommendation of the City Manager, the City Council may appropriate funds for additional Public Investment projects not included in the Capital Investment Plan, paid for with grant funds, mitigation funds, free cash, or other fund balances. This approach allows the City to leverage its financial position to pay for discretionary or unanticipated projects that may not have been included as part of the annual budget process. Supplemental appropriations also provide flexibility, as the scope and cost of the project can be adapted to reflect actual conditions.

Examples of recent (FY23) supplemental Public Investment appropriations include:

- Danehy Park Softball Field Improvements (\$600,000)
- Municipal Property Needs Assessment (\$200,000)
- Preschool classrooms fit out (\$750,000)
- Discretionary E-Gov projects (\$555,000)
- City Hall sidewalk and accessibility improvements (\$1,800,000)
- Electric rubbish packer (\$400,000)
- Massachusetts Avenue Planning Study (\$150,000)
- Radio system infrastructure (\$250,000)

PUBLIC INVESTMENT

FUTURE CONSIDERATIONS

There are several significant large-scale capital projects not shown, which are currently under discussion, including: implementation of the Building Energy Use Disclosure Ordinance (BUEDO); school building improvements; and Broadband infrastructure. While the total costs, feasibility, and impacts are still being analyzed, the scale of each project will significantly impact the 5-year capital plan.

IT STRATEGIC PLAN

The updated IT Strategic Plan outlines the City's information technology plan for the next three years and highlights key initiatives to improve the delivery of services to residents and the community. Implementation of the Strategic Plan guides the decision-making framework for information technology investments. This framework ensures that the City's overall portfolio of IT assets, projects, and programs allows City departments to best serve the Cambridge community.

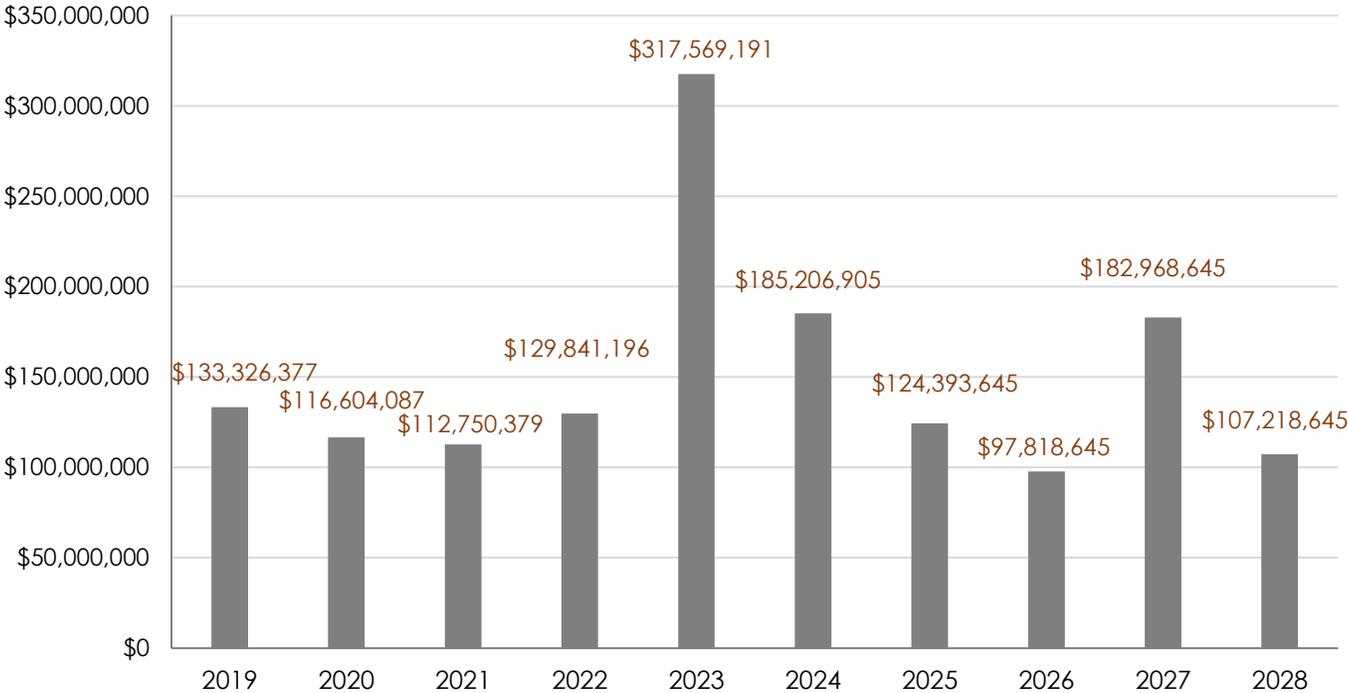
Three IT governing groups collaborate and communicate in complementary roles as part of the budget process: The **Strategy and Innovation Committee** oversees the achievement of Strategic Goals, IT Strategic Plan, and value to the public, and fosters customer-centered innovation. The **Tactical and Operations Committee** ensures information, technology, and fiscal stewardship, makes budget recommendations, works to achieve operational efficiencies, IT effectiveness, and citywide communication. The **Portfolio Management Group** drives project execution, prioritization, and resolution, and works to deliver results and benefits.

PUBLIC INVESTMENT

HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY19-22. FY23 shows expenditures and open encumbrances as of March 31, 2023. FY24 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY25-28 as per the Five-Year Public Investment Plan.

PUBLIC INVESTMENT FUND: FY19-FY28 EXPENDITURES

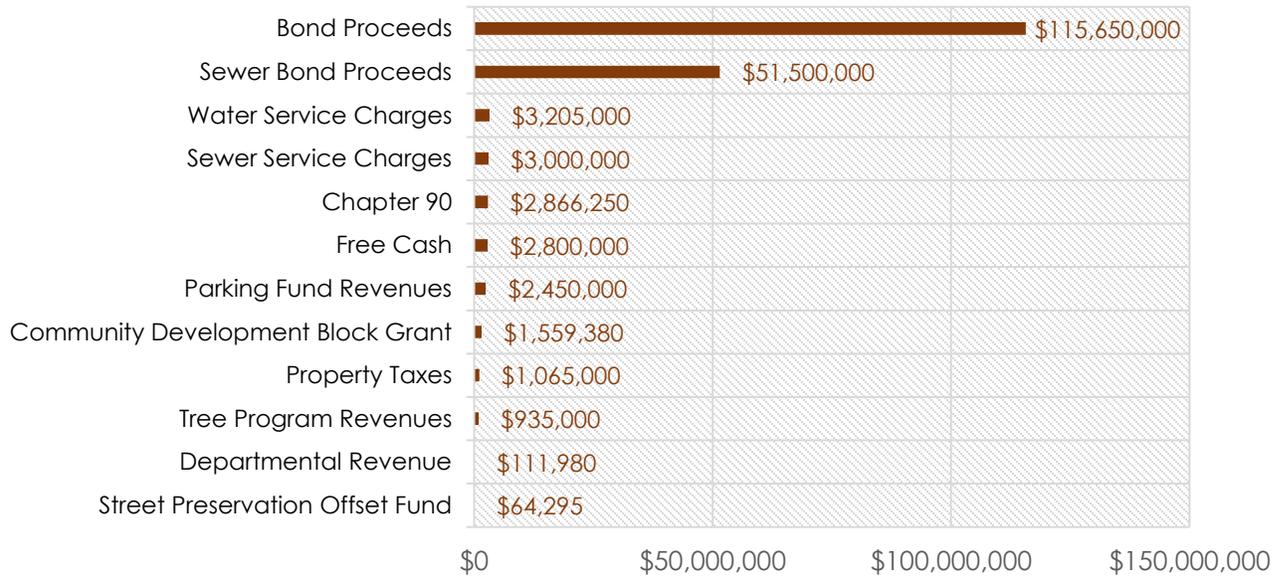


CAPITAL CALENDAR

12/7/2022	Briefing on FY24 budget guidelines by the City Manager.
1/13/2023	Deadline for Capital and E-Gov Budget submission to the Budget Office.
1/19/2023 THROUGH 3/3/2023	Formal department presentations of capital requests to the Capital Investment Committee.
5/1/2023	Submission of the City Manager's Budget to the City Council.
5/16/2023	Date for the public hearing on FY24 Capital Budget.
6/5/2023	Projected adoption date.
7/1/2023	Begin execution of FY24 allotment plans.

PUBLIC INVESTMENT FINANCING PLAN

FY24 FINANCING PLAN BY SOURCE: \$185,206,905



FY24 - 28 FINANCING PLAN BY SOURCE

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$115,650,000	\$79,150,000	\$67,150,000	\$42,950,000	\$81,200,000	\$386,100,000
Chapter 90	\$2,866,250	\$2,650,000	\$2,650,000	\$2,650,000	\$2,650,000	\$13,466,250
Community Development Block Grant	\$1,559,380	\$1,445,645	\$1,445,645	\$1,445,645	\$1,445,645	\$7,341,960
Departmental Revenue	\$111,980	\$108,000	\$108,000	\$108,000	\$108,000	\$543,980
Free Cash	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,800,000	\$14,000,000
Parking Fund Revenues	\$2,450,000	\$2,250,000	\$2,250,000	\$1,750,000	\$1,750,000	\$10,450,000
Property Taxes	\$1,065,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,065,000
Sewer Bond Proceeds	\$51,500,000	\$25,500,000	\$10,150,000	\$120,500,000	\$7,500,000	\$215,150,000
Sewer Service Charges	\$3,000,000	\$3,500,000	\$5,000,000	\$4,500,000	\$3,500,000	\$19,500,000
Street Preservation Offset Fund	\$64,295	\$200,000	\$200,000	\$200,000	\$200,000	\$864,295
Tree Program Revenues	\$935,000	\$985,000	\$260,000	\$260,000	\$260,000	\$2,700,000
Water Service Charges	\$3,205,000	\$4,805,000	\$4,805,000	\$4,805,000	\$4,805,000	\$22,425,000
GRAND TOTAL	\$185,206,905	\$124,393,645	\$97,818,645	\$182,968,645	\$107,218,645	\$697,606,485

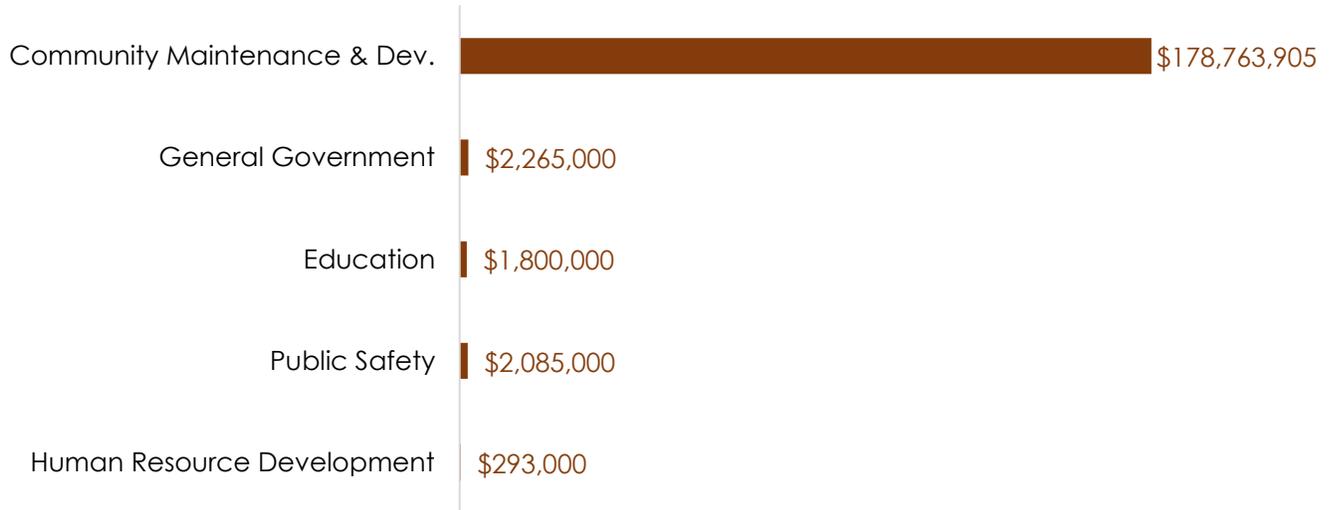
FY24 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY24 FUNDING
Bond Proceeds	On March 1, 2023, the City sold \$83,950,000 in General Obligation Bonds to finance capital projects, such as the construction of the Tobin Montessori and Vassal Lane Upper Schools, East Grand Junction, Fire Station Headquarters, River Street reconstruction, Street and Sidewalk reconstruction, and Sewer reconstruction. The City's AAA bond ratings allowed the City to sell these bonds at the true interest cost of 3.07%.	\$115,650,000
Chapter 90	The state's Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, chapter 90, section 34 on approved projects.	\$2,866,250
Community Development Block Grant	The CDBG program provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in the community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,559,380
Departmental Revenue	Revenue generated from user fees at the Fresh Pond Golf Course (\$30,000), War Memorial Recreation Center (\$48,000), and Sidewalk Revenue (\$33,980).	\$111,980
Free Cash	Under MGL chapter 29, section 23, the community's free cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation.	\$2,800,000
Parking Revenue Fund	Revenue generated from enforcing parking regulations such as street meters, parking lots, parking garages, and the \$0.10 per ride fee assessed for each Transportation Network Company ride that originates within Cambridge municipal boundaries in accordance with MGL chapter 159A½.	\$2,450,000
Property Taxes	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$1,065,000
Sewer Bond Proceeds	Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction projects such as River Street, Central Square, The Port, Alewife, and capital repairs.	\$51,500,000
Sewer Service Charges	Revenues generated by sewer usage. The sewer rate reflects a 5.1% rate increase for the usage period from April 1, 2023, through March 31, 2024. Charges cover 100% of operating and capital expenditures.	\$3,000,000

SOURCE OF FUNDING	EXPLANATION	FY24 FUNDING
Street Preservation Offset Fund	A permit fee is charged to contractors that are opening and completing work in order or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for the restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal streets, sidewalks, public rights of way, and public easements.	\$64,295
Tree Program Revenues	Revenue from the Tree Fund associated with the Tree Ordinance.	\$935,000
Water Service Charges	Revenues generated by water usage. The water rate reflects a 6.6% rate increase for the usage period from April 1, 2023, through March 31, 2024. Charges cover 100% of operating and capital expenditures.	\$3,205,000
TOTAL FUNDS FROM ALL SOURCES		\$185,206,905

PUBLIC INVESTMENT APPROPRIATION PLAN

FY24 APPROPRIATION PLAN: \$185,206,905



FY24 - 28 APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
General Government	\$2,265,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000	\$11,065,000
Public Safety	\$2,085,000	\$1,700,000	\$1,700,000	\$1,450,000	\$1,200,000	\$8,135,000
Community Maintenance and Development	\$178,763,905	\$118,400,645	\$91,825,645	\$177,225,645	\$101,725,645	\$667,941,485
Human Resource Development	\$293,000	\$293,000	\$293,000	\$293,000	\$293,000	\$1,465,000
Education	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
GRAND TOTAL	\$185,206,905	\$124,393,645	\$97,818,645	\$182,968,645	\$107,218,645	\$697,606,485

FY24 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	DEPT.	FY24 AMOUNT	PAGE
GENERAL GOVERNMENT			
Finance: E-Gov Projects	Finance	\$1,200,000	VI-12
Finance: Participatory Budgeting	Finance	\$1,065,000	VI-14
GENERAL GOVERNMENT TOTAL		\$2,265,000	
PUBLIC SAFETY			
Emergency Communications: Office Redesign	ECC	\$50,000	VI-15
Emergency Communications: Training Room Upgrade	ECC	\$100,000	VI-16
Police: Replacement Automatic External Defibrillators	Police	\$35,000	VI-18
Traffic: Fleet Vehicle Replacement	TPT	\$50,000	VI-19
Traffic: Parking Garage Restoration and Improvements	TPT	\$1,000,000	VI-20
Traffic: Traffic Signal Program	TPT	\$350,000	VI-21
Traffic: Vision Zero Safety Improvements Fund	TPT	\$500,000	VI-22
PUBLIC SAFETY TOTAL		\$2,085,000	
COMMUNITY MAINTENANCE AND DEVELOPMENT			
CDD: Economic Opportunity and Development - Biomedical Career Training Program	CDD	\$99,000	VI-23
CDD: Economic Opportunity and Development - Microenterprise Training	CDD	\$50,000	VI-24
CDD: Economic Opportunity and Development - Small Business Enhancement & Interior Access Programs	CDD	\$179,500	VI-25
CDD: Economic Opportunity and Development - Storefront Improvements Program	CDD	\$200,000	VI-26
CDD: Housing - Affordable Housing Project Development	CDD	\$213,735	VI-27
CDD: Housing - Home Improvement Program	CDD	\$464,895	VI-28
CDD: Housing - Housing Mediation Program	CDD	\$140,000	VI-29
CDD: Housing - Housing Rehabilitation Assistance Program	CDD	\$337,250	VI-30
CDD: Housing - Tenant Organizing Services	CDD	\$75,000	VI-31
CDD: Open Space Projects	CDD	\$2,500,000	VI-32
CDD: Transportation - Bicycle Parking Program and Bus Stop Amenities	CDD	\$150,000	VI-33
CDD: Transportation - ebikes for Bluebikes	CDD	\$300,000	VI-34
CDD: Transportation - Traffic Calming	CDD	\$300,000	VI-36
Public Works: Buildings - Carpet and Furnishings	Public Works	\$100,000	VI-37
Public Works: Buildings - Energy Efficiency	Public Works	\$100,000	VI-38
Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP)	Public Works	\$35,350,000	VI-39
Public Works: Parks - Park Restoration Program	Public Works	\$600,000	VI-40
Public Works: Parks - Park Water Conservation Program	Public Works	\$100,000	VI-41
Public Works: Sewer/Stormwater - Capital Repairs Program	Public Works	\$6,000,000	VI-43
Public Works: Sewer/Stormwater - Climate Change	Public Works	\$500,000	VI-44
Public Works: Sewer/Stormwater - Remedial Construction	Public Works	\$3,000,000	VI-46
Public Works: Sewer/Stormwater - River Street	Public Works	\$30,000,000	VI-47
Public Works: Sewer/Stormwater - The Port	Public Works	\$30,000,000	VI-48

FY24 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	DEPT.	FY24 AMOUNT	PAGE
Public Works: Streets - Complete Streets Reconstruction	Public Works	\$13,964,525	VI-50
Public Works: Streets - Mass Avenue - Waterhouse to Alewife Brook Parkway	Public Works	\$50,000,000	VI-53
Public Works: Urban Forestry Program	Public Works	\$935,000	VI-54
Water: Fresh Pond Master Plan Implementation	Water	\$250,000	VI-56
Water: Reservoir Gaging Weather Station Maintenance	Water	\$240,000	VI-58
Water: Reservoir Improvements - Upcountry	Water	\$439,000	VI-59
Water: Water Works Construction	Water	\$2,002,000	VI-61
Water: Watershed Consulting Services	Water	\$174,000	VI-62
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL		\$178,763,905	
HUMAN RESOURCE DEVELOPMENT			
Human Services: Danehy Park Maintenance	DHSP	\$50,000	VI-63
Human Services: Disability Commission ADA Accessibility Improvements	DHSP	\$50,000	VI-64
Human Services: Fresh Pond Golf Course Improvements	DHSP	\$30,000	VI-65
Human Services: Human Services Buildings Repairs	DHSP	\$30,000	VI-66
Human Services: Playground Repair Project	DHSP	\$50,000	VI-67
Human Services: War Memorial Recreation Center and Gold Star Pool Maintenance	DHSP	\$48,000	VI-68
Library: Main Library Building Repairs	Library	\$35,000	VI-69
HUMAN RESOURCE DEVELOPMENT TOTAL		\$293,000	
EDUCATION			
School: Building Repairs and Replacement	Schools	\$1,800,000	VI-70
EDUCATION TOTAL		\$1,800,000	
GRAND TOTAL		\$185,206,905	

INDEX OF FY24 PROJECTS BY AREA OF INVESTMENT

Project Name	FY24 Amount	Page
Climate Change Resilience and Mitigation		
Participatory Budgeting: Trees for Danehy Park and Cambridge	\$100,000	VI-14
Participatory Budgeting: Smart Recycling and Trash Compactors	\$40,000	VI-14
Participatory Budgeting: Electric Vehicle Charging Stations	\$250,000	VI-14
Participatory Budgeting: E-cargo Bikes for Watering Trees	\$25,000	VI-14
Traffic: Fleet Vehicle Replacement	\$50,000	VI-19
CDD: Transportation - Bicycle Parking Program and Bus Stop Amenities	\$150,000	VI-33
CDD: Transportation – ebikes for Bluebikes	\$300,000	VI-34
Public Works: Buildings - Energy Efficiency	\$100,000	VI-38
Public Works: Sewer/Stormwater - Capital Repairs Program	\$6,000,000	VI-43
Public Works: Sewer/Stormwater - Climate Change	\$500,000	VI-44
Public Works: Sewer/Stormwater - Remedial Construction	\$3,000,000	VI-46
Public Works: Sewer/Stormwater - River Street	\$30,000,000	VI-47
Public Works: Sewer/Stormwater - The Port	\$30,000,000	VI-48
Public Works: Urban Forestry Program	\$935,000	VI-54
Climate Change Resilience and Mitigation Total	\$71,450,000	
Housing*		
CDD: Housing - Affordable Housing Project Development	\$213,735	VI-27
CDD: Housing - Home Improvement Program	\$464,895	VI-28
CDD: Housing - Housing Mediation Program	\$140,000	VI-29
CDD: Housing - Housing Rehabilitation Assistance Program	\$337,250	VI-30
CDD: Housing - Tenant Organizing Services	\$75,000	VI-31
Housing Total	\$1,230,880	
Investing in Municipal Facilities		
Finance: E-Gov Projects	\$1,200,000	VI-12
Participatory Budgeting: Technology for Youth Centers	\$250,000	VI-14
Emergency Communications: Office Redesign	\$50,000	VI-15
Emergency Communications Training Room Upgrade	\$100,000	VI-16
Public Works: Buildings - Carpet and Furnishings	\$100,000	VI-37
Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP)	\$35,350,000	VI-39
Human Services: Disability Commission ADA Accessibility Improvements	\$50,000	VI-64
Human Services: Human Services Buildings Repairs	\$30,000	VI-66
Human Services: War Memorial Recreation Center and Gold Star Pool Maintenance	\$48,000	VI-68
Main Library Building Repairs	\$35,000	VI-69
School: Building Repairs and Replacement	\$1,800,000	VI-70
Investing in Municipal Facilities Total	\$39,013,000	

*Does not include \$23,045,750 in operating funds and projected \$16,460,000 in CPA funds.

INDEX OF FY24 PROJECTS BY AREA OF INVESTMENT

Project Name	FY24 Amount	Page
Open Space**		
CDD: Open Space Projects	\$2,500,000	VI-32
Public Works: Parks - Park Restoration Program	\$600,000	VI-40
Public Works: Parks - Park Water Conservation Program	\$100,000	VI-41
Water: Fresh Pond Master Plan Implementation	\$250,000	VI-56
Human Services: Danehy Park Maintenance	\$50,000	VI-63
Human Services: Fresh Pond Golf Course Improvements	\$30,000	VI-65
Human Services: Playground Repair Project	\$50,000	VI-67
Open Space Total	\$3,580,000	
Traffic Safety/Vision Zero		
Participatory Budgeting: Look and Listen: Safer Crossing for Cambridge	\$180,000	VI-14
Traffic: Traffic Signal Program	\$350,000	VI-21
Traffic: Vision Zero Safety Improvements Fund	\$500,000	VI-22
CDD: Transportation - Traffic Calming	\$300,000	VI-36
Public Works: Streets - Complete Streets Reconstruction	\$13,964,525	VI-50
Public Works: Streets - Mass Avenue - Waterhouse to Alewife Brook Parkway (Partial Build)	\$50,000,000	VI-53
Traffic Safety/Vision Zero Total	\$65,294,525	
Other Projects		
Participatory Budgeting: Other Projects	\$220,000	VI-14
Police: Replacement Automatic External Defibrillators	\$35,000	VI-18
Traffic: Parking Garage Restoration and Improvements	\$1,000,000	VI-20
CDD: Economic Opportunity and Development - Biomedical Career Training Program	\$99,000	VI-23
CDD: Economic Opportunity and Development - Microenterprise Training	\$50,000	VI-24
CDD: Economic Opportunity and Development - Small Business Enhancement & Interior Access Programs	\$179,500	VI-25
CDD: Economic Opportunity and Development - Storefront Improvements Program	\$200,000	VI-26
Water: Reservoir Gaging Weather Station Maintenance	\$240,000	VI-58
Water: Reservoir Improvements - Upcountry	\$439,000	VI-59
Water: Water Works Construction	\$2,002,000	VI-61
Water: Watershed Consulting Services	\$174,000	VI-62
Other Projects Total	\$4,638,500	
Grand Total	\$185,206,905	

**Does not include projected \$2,057,500 in CPA funds.

GENERAL GOVERNMENT

FINANCE: E-GOV PROJECTS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY24 allocation totals \$1,200,000 in E-Gov capital projects that will focus on supporting technical infrastructure initiatives such as maintenance of the City and Public Safety network, firewall, data center server equipment, Wi-Fi services, AV upgrades, and the replacement of PC and Peripheral devices. An additional E-Gov innovation request is being developed for consideration and evaluation that aligns with the City's IT Strategic Plan. Additional projects will be submitted to the City Council in the Fall of 2023 for appropriation.</p>						
IMPACT ON OPERATING BUDGET						
<p>The maintenance agreements that support these non-discretionary technical infrastructure projects are included in ITD and Public Safety Operating budgets.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
GRAND TOTAL	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
FY25-FY28 FUNDING						
<p>The City plans to use FY24-FY28 funding for the continued maintenance of both City and Public Safety non-discretionary technical infrastructure. This funding includes maintenance and upgrade of the network, firewall, data center server equipment, Wi-Fi and VoIP services, and all PC and Peripheral devices.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In the FY23 capital budget, the City appropriated \$1.1M for IT. These funds supported the replacement of staff computer and printer equipment, AV enhancements, firewall, and network upgrades.</p>		

GENERAL GOVERNMENT

Additional Project Information		
Dept.	E-Gov Project and Description	FY24 Funding
ITD	<i>PC Replacement for Public Safety and CoC</i> - PC hardware must be refreshed regularly to allow for City employees to use the latest technology. The City runs on a 5-year replacement cycle for most PCs. This figure also includes laptops and handheld devices for fieldwork.	\$275,000
PSIT		\$125,000
ITD	<i>Printer replacements for CoC</i> - Replacement of printers on a 5-year plan to remove old problematic hardware and replace them with new multifunction units.	\$50,000
ITD	<i>Network Switch replacement</i> – City-wide switch replacement on a 10-year plan.	\$125,000
ITD	<i>CoC Storage Refresh</i> - Update private cloud storage 5-year plan.	\$80,000
ITD	<i>CoC Virtual Machine Refresh</i> - Update private cloud VMs 5-year plan.	\$80,000
ITD	<i>Wireless Refresh for CoC</i> - Upgrade existing wireless Access Points that are End of Life.	\$100,000
ITD	<i>AV Upgrades for the City</i> - Audio-Visual upgrades to replace problematic or outdated equipment throughout the City Buildings.	\$85,000
PSIT	<i>PC Replacement 911 is done every 5 years.</i>	\$45,000
PSIT	<i>Police Interview Recording equipment refresh.</i>	\$40,000
PSIT	<i>AV Upgrades for Public Safety</i> - Audio-Visual upgrades to replace problematic or outdated equipment throughout the Public Safety Buildings.	\$70,000
PSIT	<i>Datacenter Hardware Refresh</i> - Replace old equipment at Healy Bldg.	\$50,000
PSIT	<i>UPS Maintenance for Public Safety Battery Backup</i> - Replace a portion of batteries every year in the Public Safety data centers. These batteries have a limited life and need to be constantly replaced to ensure the proper functioning of the battery backup.	\$75,000
Total FY24 E-Gov Funding		\$ 1,200,000

GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

FY24 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>More than 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. More than 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.</p>							    
IMPACT ON OPERATING BUDGET							
<p>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.).</p>							
5-YEAR APPROPRIATION PLAN							
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							
<p>The City expects Participatory Budgeting funding to be \$1,000,000 per year through FY28.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>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.</p>			

PUBLIC SAFETY

EMERGENCY COMMUNICATIONS: OFFICE REDESIGN

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>This allocation will allow Emergency Communications Department to redesign existing office space to accommodate growth in the organization by making modifications. This project will assist in maximizing space for administrative staff, Emergency Communications Supervisors, the Radio Team, and Public Safety Information Technology. This allocation will be coupled with existing balances to complete this project.</p>	

IMPACT ON OPERATING BUDGET

There will be no impact on the operational budget.

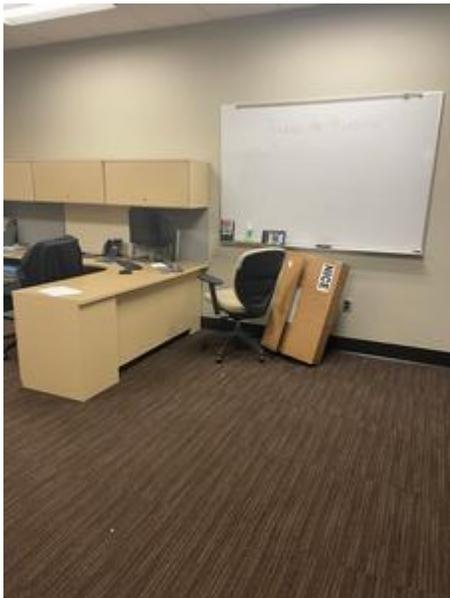
5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$50,000	\$0	\$0	\$0	\$0	\$50,000
GRAND TOTAL	\$50,000	\$0	\$0	\$0	\$0	\$50,000

FY25-FY28 FUNDING

There will be no anticipated funding for FY25 - FY28.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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No previous capital funds have been appropriated for this project.

PUBLIC SAFETY

EMERGENCY COMMUNICATIONS: TRAINING ROOM UPGRADE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Police Department Main Classroom needs AV and equipment upgrades to meet the current demands for training, meeting space, and hybrid meeting support. The current outfitting for remote access was introduced during COVID to address immediate needs. However, the current system does not adequately provide support for remote participants during large classes, ceremonies, and staff meetings. This \$100k capital appropriation will cover the cost of the Police Department training room upgrade.</p>						
IMPACT ON OPERATING BUDGET						
<p>There will be no additional impact on the operating budget as the room will be covered under a service agreement with a vendor.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$100,000	\$0	\$0	\$0	\$0	\$100,000
GRAND TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$100,000
FY25-FY28 FUNDING						
<p>There is no anticipated funding needed for FY25-FY28.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>No previous capital funds have been appropriated for this project.</p>			

PUBLIC SAFETY

POLICE: BODY ARMOR REPLACEMENT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY27, an allocation of \$250,000 to the Police Department will replace lifesaving body armor (protective vests) for police officers in accordance with department policies, procedures, and collective bargaining agreements. The useful life of such vests worn regularly is five years.</p>						
IMPACT ON OPERATING BUDGET						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$0	\$0	\$0	\$250,000	\$0	\$250,000
GRAND TOTAL	\$0	\$0	\$0	\$250,000	\$0	\$250,000
FY25-FY28 FUNDING						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY22, the Department replaced approximately 200 of the vests purchased in 2017.</p>			

PUBLIC SAFETY

POLICE: REPLACEMENT AUTOMATIC EXTERNAL DEFIBRILLATORS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Department currently has 21 Automatic External Defibrillators (AEDs) located in primary patrol vehicles and throughout the Public Safety Building. AEDs have a typical service life of 7-10 years depending on their storage and use. AEDs used by patrol are more heavily used, and the department anticipates that their useful life is closer to seven years. The Department's existing AEDs are approaching the end of their service life, and replacement parts for the existing model (such as batteries) are increasingly difficult and expensive to find.</p> <p>This project will enable the department to purchase AEDs from the same manufacturer used by both Pro EMS and Fire. The key advantage of this is the interoperability of equipment between the three agencies. Batteries for the proposed new units utilize readily available off-the-shelf batteries which will reduce maintenance costs and eliminate future supply issues that the department faces with the current model. Costs include a seven-year warranty as well as a trade in of the department's current equipment.</p>						
IMPACT ON OPERATING BUDGET						
<p>Every 3-5 years the Department anticipates the need to replace batteries at expected costs of \$300 each, and electrode pads at a cost of approximately \$3,000 each for all units.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$35,000	\$0	\$0	\$0	\$0	\$35,000
GRAND TOTAL	\$35,000	\$0	\$0	\$0	\$0	\$35,000
FY25-FY28 FUNDING						
<p>The Department anticipates a seven-year replacement cycle for the AEDs, therefore no additional capital funding is anticipated until FY31.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>No previous capital funds have been appropriated for this project.</p>			

PUBLIC SAFETY

TRAFFIC: FLEET VEHICLE REPLACEMENT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Maintaining a fleet of safe and efficient vehicles is key to the successful operation of the Traffic, Parking, and Transportation Department (TPT). This requires regular replacement as vehicle conditions deteriorate. Vehicle replacement also offers the opportunity to advance the electrification of the fleet.</p> <p>TPT plans to replace many of the light-duty fossil fuel SUVs/sedans with electric vehicles and upgrade heavy-duty trucks with more energy-efficient vehicles as part of the City's clean energy initiative.</p>						<p>☀</p> <p>\$</p>
IMPACT ON OPERATING BUDGET						
Replacement vehicles will generate maintenance and repair savings.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY25-FY28 FUNDING						
FY25 - FY28 funding will be set at \$50K per year to complete the replacement of the vehicles.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				This is a new request.		

PUBLIC SAFETY

TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
The \$1,000,000 will supplement ongoing repairs at the two municipal garages.						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Capital improvements help minimize the cost of annual maintenance at the garages.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$4,000,000
GRAND TOTAL	\$1,000,000	\$1,000,000	\$1,000,000	\$500,000	\$500,000	\$4,000,000
FY25-FY28 FUNDING						
Funds over the next five years will allow for significant progress in completing necessary garage repairs and construction.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>There is currently ongoing capital repair work at the Green Street garage that started in September of 2022 and is expected to be completed in the spring of 2023. This involves concrete restoration, waterproofing, and new trench drain installation.</p>			

PUBLIC SAFETY

TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY24 allocation will be used to upgrade and modernize traffic signal systems. Improvements will include equipment cabinet and controller upgrades, cabling and conduit installation, accessible pedestrian signals, pole-mounted push button upgrades, rapid flashing beacons, wired and wireless connectivity for traffic signals, loop, microwave, and video detection for vehicles and bicycles, and permanent count stations to track vehicle and bicycle volume trends. As the department continues to implement the City’s Vision Zero program, design services for new signals, traffic signal modifications and new signal equipment will be needed to align with this critical City initiative.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Upgrades will minimize maintenance and repair costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
GRAND TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
FY25-FY28 FUNDING						
<p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. The Department has developed a capital expenditure plan that lays out the funding priorities for the coming years.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY23, the Department installed new Accessible Pedestrian Signals at 8 intersections and implemented signal and timing changes (including installing new bike signals and updated pedestrian crossings) along Garden St. at three locations. Signal timing and infrastructure changes were made at Mass Ave, Beech St, and Garden St. as a part of the Cycling Safety Ordinance.</p>			

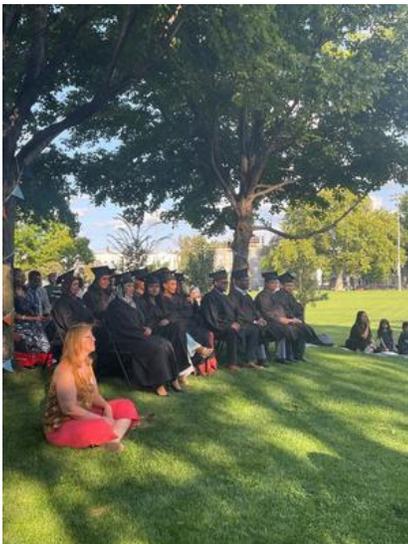
PUBLIC SAFETY

TRAFFIC: VISION ZERO SAFETY IMPROVEMENTS FUND

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$500,000 will be used to fund small- and medium-sized capital improvement projects to improve traffic safety and support the City’s Vision Zero Initiative to eliminate traffic fatalities and serious injuries. The funds will be used to make spot improvements or implement technology that will increase safety for vulnerable road users, including individuals who walk, bike, and use public transit. Anticipated projects include pedestrian refuge islands, curb extensions, bicycle signals, and floating bus stops. A portion of this funding will be used to roll out additional speed feedback signs at locations across the City with documented speeding issues.</p>						
IMPACT ON OPERATING BUDGET						
<p>This item will have a minimal impact on the operating budget. Signal equipment, such as bicycle signals and speed feedback signs will be maintained using existing operating funds. Additional operating impacts are not anticipated.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
GRAND TOTAL	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
FY25-FY28 FUNDING						
<p>Future funding will continue to target capital safety improvements aimed at eliminating traffic fatalities and serious injuries. The capital funds will be used to supplement and upgrade quick-build safety projects, targeted interventions at locations where data indicates safety problems exist, and introduce new safety measures.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In previous years the City has installed separated bike lanes on mid-Mass Ave, Inner Mount Auburn from Seller St. to Trowbridge, Alewife Brook Parkway to Dudley St., and South Mass Ave to Albany.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC OPPORTUNITY AND DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$99,000 from Community Development Block Grant (CDBG) funds will support 9 low-moderate income students in the Biomedical Career Training Program. This is a nine-month certificate program that provides academic and lab instruction to Cambridge Neighborhood Revitalization Strategy (NRS) area residents to prepare them for entry-level biotech jobs such as lab technicians, manufacturing technicians, and animal care technicians at local life science companies, universities, research institutions, clinical laboratories, and hospitals. This program provides an economic opportunity to the eligible residents who participate in the program.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
GRAND TOTAL	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
FY25-FY28 FUNDING						
Depending on federal funding levels, it is expected that \$99,000 in future annual allocations will be used to continue offering training opportunities to eligible NRS residents.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$99,000 was used in FY23 to support Biomedical Career Training Program activities. In FY23, most of the learning was conducted remotely due to the ongoing effects of COVID-19 restrictions. Class participation has been high, despite the untraditional course structure, and students are on track to graduate and be placed in entry-level biotech jobs.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC OPPORTUNITY AND DEVELOPMENT - MICROENTERPRISE TRAINING

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, a \$50,000 allocation from Community Development Block Grant (CDBG) funds will support the 10-week Business Planning Program and Small Business Coaching Program. The programs will provide business startup training and one-on-one counseling services to new and current income-eligible entrepreneurs in Cambridge. This program provides economic empowerment and specialized technical assistance to the residents and business owners who participate in the programs.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY25-FY28 FUNDING						
<p>Depending on federal funding levels, it is expected that \$50,000 in future annual allocations will be used to continue offering the 10-week Business Planning Program and the Small Business Coaching Program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY23, funding supported microenterprise training workshops on topics such as Social Media Strategy, Financing for Your Business, and business strategy courses. Funding also supported two rounds of the 10-week business planning course and the Small Business Coaching Program.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC OPPORTUNITY AND DEVELOPMENT - SMALL BUSINESS ENHANCEMENT & INTERIOR ACCESS PROGRAMS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$179,500 from Community Development Block Grant (CDBG) funds will be used to support the City’s economic development programs for low and moderate-income home-based and brick-and-mortar business-owners through the Small Business Enhancement Program and the Retail Interior Access Program. Both programs offer direct financial assistance to businesses.</p> <p>The Small Business Enhancement program includes staff consultation and provides grants for items such as business equipment and marketing materials. The Retail Interior Accessibility Program provides financial assistance to business owners seeking to renovate or improve the interior of their commercial buildings to make their business more accessible to those who are sensory and/or physically disabled. The program seeks to improve the accessibility and physical appearance of independent businesses and make Cambridge commercial districts more accessible to all.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$179,500	\$179,500	\$179,500	\$179,500	\$179,500	\$897,500
GRAND TOTAL	\$179,500	\$179,500	\$179,500	\$179,500	\$179,500	\$897,500
FY25-FY28 FUNDING						
It is anticipated that \$179,500 in future annual allocations will be used to continue at the same level of participation remains high and CDBG funding is available to support these successful programs.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY23 funding of \$147,500 enabled grants for new kitchen and display equipment, ADA bathrooms, point of sale (POS) register systems, marketing plans, logo design, and new e-commerce websites. It is anticipated that in FY23, a total of 8 businesses will receive grants through these programs.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC OPPORTUNITY AND DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$200,000 will support the City’s Storefront Improvements Program, which includes an Architectural Barriers Removal component. This program enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance, which helps integrate businesses of all sizes into the thriving Cambridge ecosystem. These upgrades are often challenging for small businesses due to their high cost. This program provides economic benefits to the participants, supports the City’s commercial districts, and assists in building a more stable tax base.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY25-FY28 FUNDING						
<p>\$200,000 in future annual allocations will be used to continue offering storefront improvements including architectural barrier removal.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This program was funded in FY23 at \$200,000. With 4 projects contracted by quarter 2 of FY23, it is anticipated that a total of 14 projects will be contracted and completed in the summer. This funding has facilitated the restoration of many historic retail storefronts and contributed to street-level vibrancy throughout Cambridge.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY24, an allocation of \$213,735 of Community Development Block Grant (CDBG) funds will support the development of new affordable housing units in the City.						<p>\$</p> <p>🏠</p>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$213,735	\$100,000	\$100,000	\$100,000	\$100,000	\$613,735
GRAND TOTAL	\$213,735	\$100,000	\$100,000	\$100,000	\$100,000	\$613,735
FY25-FY28 FUNDING						
As federal funding levels may decrease year to year, it is expected that \$100,000 in annual future allocations will be available for new development. However, if CDBG funding is maintained, these funds will continue to be available in future years.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			CDBG funding is used to create new affordable housing, including at 52 New Street (left) where 107 new affordable rental units are now being created.			

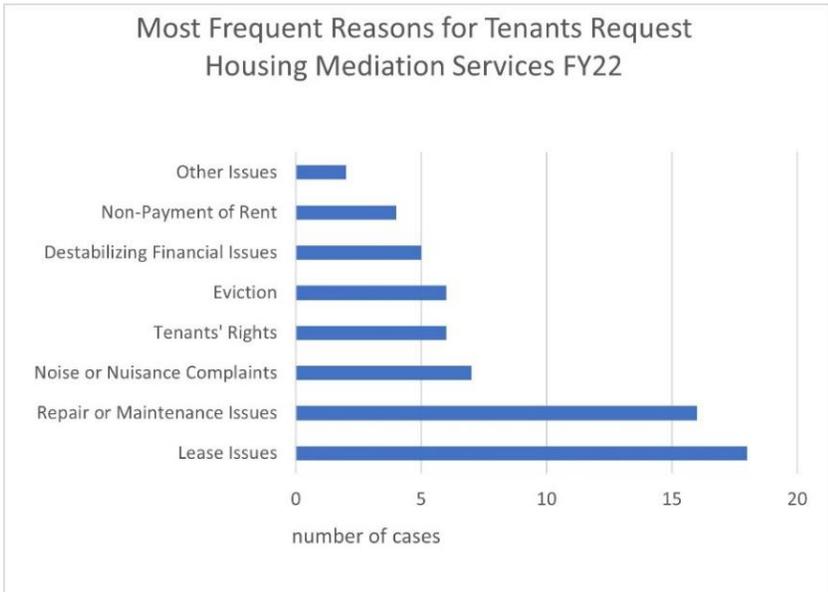
COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$464,895 in Community Development Block Grant (CDBG) funds will support nonprofit housing agencies to provide technical and financial assistance to low-and moderate-income eligible Cambridge homeowners to provide needed repairs and stabilize owner-occupants in their homes.</p>						<p>\$</p> <p>🏠</p>
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
GRAND TOTAL	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
FY25-FY28 FUNDING						
<p>Depending on federal funding levels, it is expected that \$464,895 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding provided financial assistance and housing stabilization services to assist residents with needed home repairs and improvements.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS																		
<p>In FY24, an allocation of \$140,000 of Community Development Block Grant (CDBG) funds will support the services of an agency to provide Housing Mediation services. The agency will provide dispute resolution, conflict management, and stabilization services to eligible tenants and property owners to assist in resolving housing-related disputes including non-payment of rent, health and safety violations, nuisance complaints, and other lease violations.</p>																								
IMPACT ON OPERATING BUDGET																								
<p>There is no direct financial or personnel impact on the operating budget.</p>																								
5-YEAR APPROPRIATION PLAN																								
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL																		
Community Development Block Grant	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$700,000																		
GRAND TOTAL	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$700,000																		
FY25-FY28 FUNDING																								
<p>Depending on federal funding levels, it is expected that \$140,000 in future allocations will be used to continue this program.</p>																								
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS																				
 <table border="1"> <caption>Most Frequent Reasons for Tenants Request Housing Mediation Services FY22</caption> <thead> <tr> <th>Reason</th> <th>Number of Cases</th> </tr> </thead> <tbody> <tr> <td>Lease Issues</td> <td>18</td> </tr> <tr> <td>Repair or Maintenance Issues</td> <td>16</td> </tr> <tr> <td>Noise or Nuisance Complaints</td> <td>7</td> </tr> <tr> <td>Eviction</td> <td>6</td> </tr> <tr> <td>Tenants' Rights</td> <td>6</td> </tr> <tr> <td>Destabilizing Financial Issues</td> <td>5</td> </tr> <tr> <td>Non-Payment of Rent</td> <td>4</td> </tr> <tr> <td>Other Issues</td> <td>2</td> </tr> </tbody> </table>				Reason	Number of Cases	Lease Issues	18	Repair or Maintenance Issues	16	Noise or Nuisance Complaints	7	Eviction	6	Tenants' Rights	6	Destabilizing Financial Issues	5	Non-Payment of Rent	4	Other Issues	2	<p>FY22 funding supported efforts to mediate or otherwise resolve more than 70 requests for assistance with housing-related conflicts among tenants, rental property owners, and homeowners and offer assistance for condominium owners in associations with affordable homes.</p>		
Reason	Number of Cases																							
Lease Issues	18																							
Repair or Maintenance Issues	16																							
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Destabilizing Financial Issues	5																							
Non-Payment of Rent	4																							
Other Issues	2																							

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$337,250 of Community Development Block Grant (CDBG) funds will support the Housing Rehabilitation Assistance Program, which offers underserved Cambridge youth employment and skills training while engaging them in rehab and development of affordable housing.</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
FY25-FY28 FUNDING						
<p>Depending on federal funding levels, it is expected that \$337,250 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior funding supported youth participants in employment and rehab skills training.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - TENANT ORGANIZING SERVICES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$75,000 of CDBG funds will support the services of an agency to assist tenants with organizing and advocating for services to low- and moderate-income tenants and assistance with housing-related matters.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
FY25-FY28 FUNDING						
<p>Depending on federal funding levels, it is expected that \$75,000 in future allocations will be used to continue this program.</p>						
STATUS OF PRIOR YEAR PROJECTS						
<p>Prior funding was used to support efforts to assist tenants in identifying issues and advocating for interventions to support tenants.</p>						

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: OPEN SPACE PROJECTS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY24 Capital appropriation will support comprehensive open space renovation projects at the Peabody School Playground and Corcoran (Raymond Street) Park. Future anticipated open space renovation projects include Rafferty Park and Hoyt Field. Other open space projects are prioritized through a comprehensive evaluation of existing public parks and playgrounds, including condition and past improvements (age of equipment, maintenance issues); socioeconomic factors (environmental justice, vehicle access, population density, demographics); and environmental factors (flood risks, tree canopy location within combined sewer overflow areas).</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no direct impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$2,500,000	\$3,000,000	\$10,000,000	\$2,500,000	\$2,500,000	\$20,500,000
GRAND TOTAL	\$2,500,000	\$3,000,000	\$10,000,000	\$2,500,000	\$2,500,000	\$20,500,000
FY25-FY28 FUNDING						
<p>FY25-FY28 funding will target priority open space projects.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Park and open space projects have been supported through a variety of funding sources. Peabody School Playground, Corcoran (Raymond Street) Park, Rafferty Park, and Hoyt Field have received partial funding through Community Preservation Act funds, and are all in various stages of the feasibility, design, or construction process.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM AND BUS STOP AMENITIES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$150,000 will be used for improvements in 3 areas.</p> <p>Bike Parking: At least 150 bicycle parking racks and seasonal corrals will be installed, primarily in business districts and other locations, based on public requests.</p> <p>Bicycle Projects: Funding will be used in combination with prior year funds to install covered bicycle parking at select locations in the city, focusing on schools.</p> <p>Bus Stop Amenities: Funding will be used to improve the experience of bus riders by providing amenities that increase comfort, access to information, and make bus stops more accessible for people of all abilities.</p>						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
GRAND TOTAL	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
FY25-FY28 FUNDING						
<p>\$150,000 per year in future allocations will continue the procurement of bicycle parking racks, shelters and corrals, and bus stop amenities. These funds will also be used to maintain the existing 12 bicycle repair stations around the city.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
  			<p>Prior year funding was used for 150 new or replacement bicycle racks, the installation of seasonal on-street bicycle parking corrals, and a group of three bicycle parking shelters at Cambridge Rindge and Latin School. In addition, prior year funding added new seating at five bus stops in the city.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - EBIKES FOR BLUEBIKES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This appropriation will provide funds for the acquisition of 90 new Bluebikes ebikes and 45 spare ebike batteries, contributing to Cambridge’s share of new ebikes in the Bluebikes system. The funding of this project will advance Cambridge’s mission of building and maintaining a resilient, affordable, and equitable bikeshare system as part of a robust multimodal transit system. Introducing ebikes will continue to enhance the value of Bluebikes as a truly viable and accessible transportation option for even more people in Cambridge. Ebikes have proven to be valuable in bikeshare systems elsewhere, as they provide increased mobility, enabling people to travel further distances in less time, with fewer barriers.</p>						   
IMPACT ON OPERATING BUDGET						
Introducing ebikes does not currently require operating funds.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$300,000	\$0	\$0	\$0	\$0	\$300,000
GRAND TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000
FY25-FY28 FUNDING						
This initial investment will be evaluated by the member communities for consideration of potential future investment in additional ebikes.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This funding would be the first time ebikes are included in the Bluebikes system that launched successfully in Cambridge in July 2012 (as Hubway). There are currently more than 7,300 Cambridge residents, employees, and students as members, with more than 31,000 in total. The 90 new ebikes would be 10% of the 904 classic bikes Cambridge has contributed to the system. In 2022, seven Cambridge Bluebikes stations were added to the system, and two additional are pending, for a total of 81 stations in Cambridge and 450 in the participating communities combined.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, existing allocations, including \$250,000 in FY24 Participatory Budgeting funds, will be used to design and install up to 16 Level-2 electric vehicle (EV) charging ports in the public right of way and/or on municipal property. Given the growing interest in emissions-free vehicles and the high percentage of Cambridge residents who do not have dedicated off-street parking, a network of public charging infrastructure in the public right of way is necessary. Supporting EV use for residents who choose to own/lease a personal electric vehicle is consistent with City Council goals, and a public EV charging network ensures that these goals are met in an equitable way. Additionally, in 2022 the Council adopted the Climate Crisis Working Group report, which set a goal of installing 100 EV chargers over the next 5 years.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Each new charging port (2 per station) will add approximately \$1,100 in operating costs to the DPW operating budget. Operating costs comprise the network connection fee, E-commerce fees, and preventive maintenance services. These costs are expected to be partially recovered through the user fee structure the City adopted on July 1, 2018.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$0	\$285,000	\$335,000	\$85,000	\$335,000	\$1,040,000
GRAND TOTAL	\$0	\$285,000	\$335,000	\$85,000	\$335,000	\$1,040,000
FY25-FY28 FUNDING						
<p>To install 100 charging ports by FY27, the following installations are planned per year: in FY25 sixteen ports (four additional ports are included through the River St. Reconstruction project); in FY26 twenty-four ports; and in FY27 thirty ports. In FY28 additional ports are anticipated to maintain a pace of 100 ports installed every five years. Federal grant funding is anticipated to pay for a majority of EV Charging infrastructure through FY28. Specific grant terms for FY25-28 are yet to be determined, so projected amounts may change for future years.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY23, eight charging ports were installed at four electric vehicle charging stations as part of the Neighborhood EV Charging Pilot, using FY20 and FY21 capital funds. The EV charging station locations are Norfolk St., Pemberton St., Upland Rd., and Tudor St.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - TRAFFIC CALMING

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$300,000 will be used for the design and construction of traffic calming measures on the following proposed streets: Harvard Street, Tremont Street, Carlisle Street, Chetwynd Road, and Shepard Street. Projects occur in conjunction with roadway improvement projects and are therefore determined based on DPW plans for the fiscal year. The goal of the traffic calming concepts is to improve the safety and comfort of citizens of all ages and abilities who walk, bike, and drive in Cambridge. The implementation of traffic calming tools will support the City’s commitment to the Vision Zero initiative and reduced speed limits.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>There is no direct impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY25-FY28 FUNDING						
<p>It is anticipated that a \$300,000 allocation will be made in each annual budget cycle to fund traffic calming projects.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The Sixth Street project included the reconstruction of sidewalks and roadways. An accessible route for all users along Sixth Street was built, by using flexi-pave behind existing trees. Curb extensions were built at Bent Street and Charles Street. The project also included the construction of a raised intersection at Hurley Street. New access ramps and crosswalks were also completed as part of the project at all intersections.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - CARPET AND FURNISHINGS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Funds will be used to replace flooring, carpeting, and furnishings throughout City buildings.						\$
IMPACT ON OPERATING BUDGET						
Repairs will reduce the number of service calls made and will ensure that surfaces remain safe and accessible.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$100,000	\$150,000	\$100,000	\$100,000	\$100,000	\$550,000
GRAND TOTAL	\$100,000	\$150,000	\$100,000	\$100,000	\$100,000	\$550,000
FY25-FY28 FUNDING						
Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			Projects completed in FY23 include new furnishings for City Hall, new carpeting in Purchasing, and carpeting in parts of the Citywide Senior Center.			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$100,000 will continue to support the energy efficiency program. In FY24, the work will continue to convert inefficient lighting to energy-saving LEDs in multiple buildings, where the final phase is expected to take place at the Healy Public Safety Building, Main Library, Alice K Wolf Building, Longfellow-Broadway School, and First St Garage. LED lighting upgrades are also planned at the Cambridge Rindge & Latin and Graham & Parks Schools. LED lighting can save 30 to 60% in lighting electricity in these buildings.</p> <p>Funding will be supplemented by utility rebates received from previous energy efficiency projects. It is anticipated that \$660,000 in prior-year rebates will be appropriated in FY23. This practice is anticipated to continue in future fiscal years.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Projects completed in FY24 will save close to 500,000 kilowatt-hours (kWh) per year, enough electricity to power City Hall for a year, and save around \$95,000 in electricity costs per year. Installation of new equipment will also result in reduced maintenance needed on outdated lighting fixtures and will produce a more comfortable environment for building users and employees.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Parking Fund Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY25-FY28 FUNDING						
<p>Annual funding will continue from the parking fund and energy rebates as they are redeemed.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY23: LED lighting upgrades with integrated occupancy and daylight sensing controls at the Healy Public Safety Building (phase 3), Main Library (phase 3), Citywide Senior Center, Alice K Wolf Building, Longfellow Broadway School, and four school gymnasiums.</p> <p>The lighting projects completed in FY23 will save close to 360,000 kWh annually, enough electricity to power Fletcher-Maynard Academy for a year.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN (MFIP)

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The goal of the MFIP is to provide and maintain high-performing facilities for staff, occupants, the public, and the broader environment. An allocation of \$35,350,000 in FY24 will continue to fund significant building improvements and deferred maintenance projects. Proposed projects include but are not limited to upgrades of youth centers, branch libraries, and fire stations.</p> <p>Several FY24 projects include upgrades of heating and ventilation systems to provide resilience in extreme weather events, strategic electrification to reduce reliance on fossil fuels, and a reduction in municipal greenhouse gas emissions.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Strategic improvements to building systems will continue to result in lower energy and maintenance costs, higher occupant comfort and productivity, and preservation of building infrastructure.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$35,350,000	\$25,850,000	\$42,350,000	\$15,650,000	\$56,900,000	\$176,100,000
GRAND TOTAL	\$35,350,000	\$25,850,000	\$42,350,000	\$15,650,000	\$56,900,000	\$176,100,000
FY25-FY28 FUNDING						
<p>Funding for this program will be ongoing. By completing deferred maintenance projects, the City can plan for and manage preventative maintenance and cyclical capital improvement projects, ensuring a well-maintained facilities portfolio.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY23 MFIP ongoing projects include: DPW Complex upgrades, City Hall façade repairs, fire notification system upgrades at eight locations, City Hall Annex geothermal well system upgrades, and improvements at several fire houses, including Lafayette Square, Lexington Avenue, East Cambridge, and Taylor Square.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS – PARK RESTORATION PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funds will support a comprehensive parks restoration and improvements program around playground rubber surface replacement, playground equipment repair, hardcourt surface renewal, and athletic field turf replacement. Addressing these elements in a comprehensive program will allow DPW to schedule several elements of restoration work efficiently and effectively at the same time. There are 28 rubber playground surfaces throughout the city. The general life of these surfaces is 10-12 years. Playground equipment such as net structures, poles that are the foundations for slides, and walking bridges require regular replacement as their useful life is exceeded. The City manages and maintains 34 basketball courts, 11 tennis courts, and 3 street hockey courts. The City has 8 baseball fields, 5 softball fields, and 11 soccer field complexes. Baseball and softball field renovation is an ongoing, regular need.</p> <p>The FY24 allocation will be used for rubber renewal & play equipment repair at Fletcher-Maynard playground; rubber work at the Main library playground, play equipment at Kemp playground; Lindstrom baseball field upgrade; and hardcourt replacement at Corporal Burns Park.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Regular upgrades will reduce routine maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$600,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,600,000
GRAND TOTAL	\$600,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,600,000
FY25-FY28 FUNDING						
Future work will address ongoing issues with rubber surface repairs, playground equipment repair, hardcourt surface renewal, and athletic field upgrades. Future locations for restoration will be updated to reflect condition assessments at parks throughout the city.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In previous years, rubber and hardcourt renewal were separate allocations that funded rubber work at Maple & Marie, Cooper and Alden Playgrounds, and hardcourt restoration at Greene Rose tennis and Kennedy-Longfellow basketball.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK WATER CONSERVATION PROGRAM

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>The DPW manages 83 irrigated sites (ranging from small planting beds to large fields), 95 water fountains, 31 water plays, and spigots. Public Works began to implement a central control system for irrigation sites in 2017. This system enables remote monitoring and control, including automatic shut-off for leaking equipment. Of the 83 irrigated sites, 58 have irrigation systems with electricity that allows operation by a central control system. 25 of the irrigated sites have battery-operated irrigation systems where operation by central control is not possible. The central control system helps conserve water and puts Cambridge at the forefront of municipal water conservation in New England. FY24 funding will complete full program implementation at all Public Works-maintained facilities.</p>	  

IMPACT ON OPERATING BUDGET
<p>This project will result in more efficient maintenance and repair processes, improved levels of service (in terms of quality of plantings and reduced downtime) and less water usage.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

FY25-FY28 FUNDING
<p>Future funding will ensure that the system will operate efficiently.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Central irrigation control equipment has been installed at 51 sites maintained by DPW through the end of FY23. The remaining seven sites will be funded through the FY24 appropriation and all sites with electricity will then be under central control.</p>

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - BALDWIN

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Baldwin program is an ongoing sewer separation and stormwater program. Future funding will be used for the design and construction of sewer, stormwater, water, street, and sidewalk improvements on Kirkland Street, Roberts Road, and Quincy Street between Kirkland Street and Cambridge Street. Kirkland Street is a major connector for pedestrians and cyclists traveling to and from Harvard Square. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$0	\$5,000,000	\$0	\$0	\$0	\$5,000,000
Sewer Bond Proceeds	\$0	\$4,000,000	\$0	\$60,000,000	\$0	\$64,000,000
GRAND TOTAL	\$0	\$9,000,000	\$0	\$60,000,000	\$0	\$69,000,000
FY25-FY28 FUNDING						
<p>An FY25 appropriation and bond authorization of \$9,000,000 will support the design of the improvements. An FY27 appropriation and bond authorization of \$60,000,000 will support the construction of the improvements.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>No previous funds have been appropriated for this project.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY24 appropriation and bond authorization of \$6 million to the Capital Repairs Program will maintain the quality of the existing sewer and drain infrastructure throughout the city by completing repairs of older pipes. Typical methods include cured-in-place pipe (CIPP) lining and slip-lining. The goal is to structurally rehabilitate older pipe systems that are showing signs of age in areas where more significant sewer separation and stormwater management projects are not scheduled.</p>						<p>☀ \$</p>
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Sewer Bond Proceeds	\$6,000,000	\$6,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$33,000,000
GRAND TOTAL	\$6,000,000	\$6,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$33,000,000
FY25-FY28 FUNDING						
<p>Future allocations to this program will be used to continue rehabilitating pipe systems.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>The InfoWorks program is used to identify defects and develop an overall rating index for each segment of pipe based on video inspections. This rating index is used to create a prioritization of locations for rehabilitation. Lining contracts are continuing to structurally rehabilitate older pipe segments.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY24 appropriation and bond authorization of \$500,000 will be used to implement strategies identified in the Resilient Cambridge Plan. Funding will be used to improve resiliency to the impacts of climate change, such as increased heat and flooding from precipitation and sea level rise. Funding will also support additional modeling efforts to further refine the projected impacts to Cambridge and evaluate the effectiveness of resiliency efforts.</p> <p>With continued sea level rise and larger storm events, the Amelia Earhart and Charles River dams will no longer provide sufficient protection and significant areas of Cambridge will be vulnerable to coastal flooding. The City is leading efforts to implement regional interventions to reduce the risk of coastal flooding in Cambridge and 11 other communities.</p>						  
IMPACT ON OPERATING BUDGET						
Continued investment in understanding the City's vulnerabilities to climate change and implementing preparedness and resiliency efforts will reduce the need for emergency responses to sewer backups and flooding, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Sewer Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
FY25-FY28 FUNDING						
Future allocations to this program will be used to continue implementing resiliency efforts.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding has supported the Resilient Cambridge Plan, the FloodViewer, and regional efforts to increase resiliency at the Amelia Earhart and Charles River dams.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Harvard Square program is an ongoing sewer separation and stormwater management program. The most recent project is the ongoing construction of a new stormwater outfall at Willard Street and the reconstruction of Willard Street between Mt. Auburn and Brattle Streets, with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Sewer Bond Proceeds	\$0	\$0	\$2,650,000	\$0	\$0	\$2,650,000
GRAND TOTAL	\$0	\$0	\$2,650,000	\$0	\$0	\$2,650,000
FY25-FY28 FUNDING						
<p>FY26 funding will be used for Upper Harvard Square improvements and providing improved stormwater conveyance between Brattle Street and Mt. Auburn Street (via Mifflin Place) to carry stormwater to the outfall on University Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding of \$6,300,000 supported cleaning the existing CAM005 stormwater outfall, installation of an infiltration system at Longfellow Park, the design of a new stormwater outfall at Willard Street, and the reconstruction of Willard Street.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

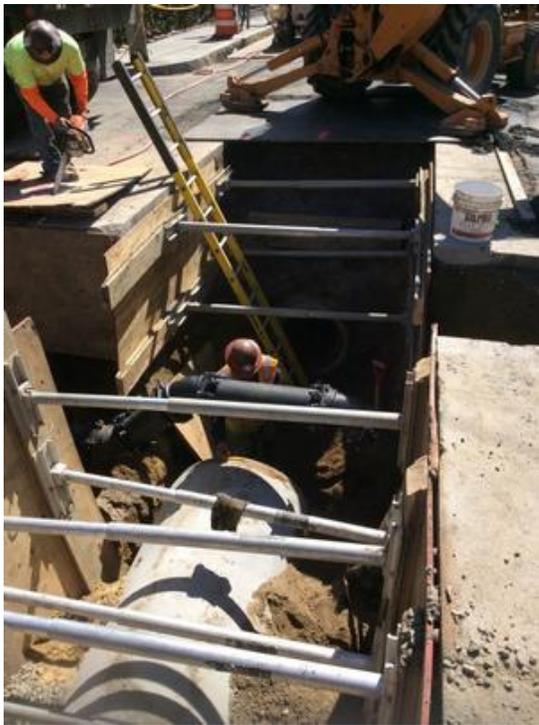
PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>The FY24 appropriation will provide funding for the maintenance of existing sewer and drain infrastructure throughout the city. The program addresses emergency repairs, catch basin repairs and replacements, manhole repairs and replacements, pipeline repairs and maintenance, and the cleaning and inspection of existing sewer and drain infrastructure.</p>	<p>☀ \$</p>

IMPACT ON OPERATING BUDGET
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Sewer Service Charges	\$3,000,000	\$3,500,000	\$5,000,000	\$4,500,000	\$3,500,000	\$19,500,000
GRAND TOTAL	\$3,000,000	\$3,500,000	\$5,000,000	\$4,500,000	\$3,500,000	\$19,500,000

FY25-FY28 FUNDING
<p>Future allocations for this program will be used to continue the maintenance of existing sewer and drain infrastructure.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Previous funding was used for emergency repair and replacement of existing infrastructure throughout the city.</p>

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - RIVER STREET

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>An FY24 appropriation and bond authorization of \$30,000,000 will support the construction of sewer and drainage improvements and surface enhancements on River St between Memorial Dr and Central Square, including Carl Barron Plaza and Tubman Square. Improvements include the replacement of city utilities, coordination with private utility companies, full-depth roadway reconstruction, new sidewalks, pedestrian-scale streetlights, street trees, a separated bike lane, a dedicated bus lane, and public art. Construction is currently underway and is anticipated to continue through 2025.</p>	

IMPACT ON OPERATING BUDGET

Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$15,000,000	\$0	\$0	\$0	\$0	\$15,000,000
Sewer Bond Proceeds	\$15,000,000	\$0	\$0	\$3,000,000	\$0	\$18,000,000
GRAND TOTAL	\$30,000,000	\$0	\$0	\$3,000,000	\$0	\$33,000,000

FY25-FY28 FUNDING

FY27 funding will support the design of improvements on Kinnard St and Jay St.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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An FY19 and FY22 appropriation of \$54,000,000 funded the design and initial improvements and will be combined with the FY24 appropriation to fund construction.

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - THE PORT

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>This multi-phase program will reduce the frequency and extent of flooding and improve infrastructure in The Port neighborhood. The FY24 authorization and bond of \$30,000,000 will support the design of an underground sewer tank and an underground stormwater tank with more than 1,000,000 gallons of storage; public art in the neighborhood; and reconstruction of the streets and sidewalks, with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan. A 15-member working group is advising city staff.</p> <p>While significant work remains to be completed, the program is already reducing flooding in The Port neighborhood. The Parking Lot 6 (PL6) stormwater tank at Bishop Allen Drive went into operation in May, 2021 and captured roughly 3,480,000 gallons of stormwater that summer. Prior to the completion of this tank, The Port neighborhood would have experienced significant flooding as a result of significant storms.</p>	

IMPACT ON OPERATING BUDGET

Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Sewer Bond Proceeds	\$30,000,000	\$0	\$0	\$50,000,000	\$0	\$80,000,000
GRAND TOTAL	\$30,000,000	\$0	\$0	\$50,000,000	\$0	\$80,000,000

FY25-FY28 FUNDING

An FY27 appropriation and bond authorization of \$50,000,000 will support the continued construction of improvements, including an underground sewer holding tank.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Previous funding supported the construction of a 480,000-gallon stormwater tank in the City's parking lot on Bishop Allen Drive and the jacking of a 60" diameter pipe under the MBTA Red Line on Mass. Ave. to carry stormwater from the neighborhood to the Charles River.</p>

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - CENTRAL SQUARE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The design of surface enhancements and sewer and drainage infrastructure improvements on Mass. Ave. between Bigelow Street and Sidney Street is underway. Project improvements will include rehabilitation of City utilities (sewer, drain, and water), coordination with private utility companies, full-depth roadway reconstruction, new sidewalks, new street trees, separated bike lanes, and enhanced transit amenities for the key bus stops along the corridor. The design will also be integrated with the River Street and Carl Barron Plaza improvements. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan.</p> <p>Consistent with the Cycling Safety Ordinance, the construction of the improvements will begin by December 31, 2025.</p>						   
IMPACT ON OPERATING BUDGET						
Continued investment in infrastructure reduces the need for emergency repairs, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$0	\$30,000,000	\$0	\$0	\$0	\$30,000,000
Sewer Bond Proceeds	\$0	\$15,000,000	\$0	\$0	\$0	\$15,000,000
GRAND TOTAL	\$0	\$45,000,000	\$0	\$0	\$0	\$45,000,000
FY25-FY28 FUNDING						
An FY25 appropriation and bond authorization will support the construction of the improvements.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>An FY23 appropriation and bond authorization of \$5,000,000 is funding the design.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds support the Complete Streets Program and the reconstruction of streets and sidewalks. Priority is placed on locations where the street, sidewalk, and bike facilities are in poor condition; locations serving significant pedestrian populations and or bus routes; requests by the Cambridge Commission for Persons with Disabilities; and priority routes identified in the City's Bike Plan. The Miscellaneous Sidewalk Contract and the new Spot Improvement project provide funds to address smaller requests that are not part of a larger project.</p> <p>The goal of the Complete Streets Program is to provide high quality infrastructure with an emphasis on designing streets for all users, supporting the City's commitment to Complete Streets and Vision Zero, and implementing recommendations of the Urban Forestry Master Plan.</p>						
IMPACT ON OPERATING BUDGET						
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$11,000,000	\$11,500,000	\$13,000,000	\$15,000,000	\$20,000,000	\$70,500,000
Chapter 90	\$2,866,250	\$2,650,000	\$2,650,000	\$2,650,000	\$2,650,000	\$13,466,250
Departmental Revenue	\$33,980	\$30,000	\$30,000	\$30,000	\$30,000	\$153,980
Street Preservation Offset Fund	\$64,295	\$200,000	\$200,000	\$200,000	\$200,000	\$864,295
GRAND TOTAL	\$13,964,525	\$14,380,000	\$15,880,000	\$17,880,000	\$22,880,000	\$84,984,525
FY25-FY28 FUNDING						
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY23, \$13,048,105 was appropriated for the Complete Streets Program.</p>			

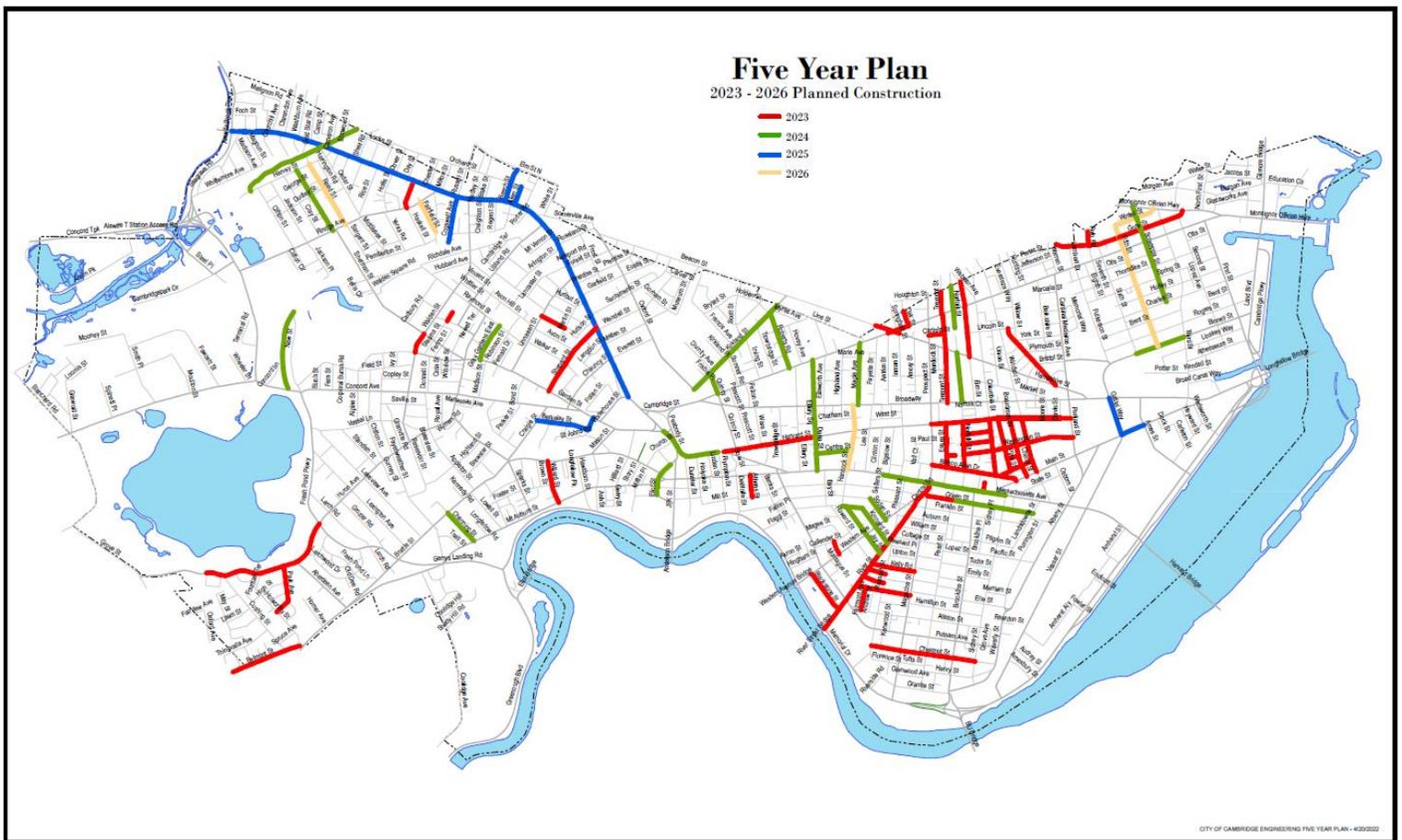
COMMUNITY MAINTENANCE AND DEVELOPMENT

ADDITIONAL PROJECT INFORMATION

FY24 Complete Streets construction projects include:

STREETS AND SIDEWALKS

STREET	FROM	TO	COST
Athens	Grant	Mt. Auburn	\$825,000
Channing	Mt. Auburn	Brattle	\$950,000
Gray Gardens East	Garden	Raymond	\$2,050,000
Harvard Street (1/2 Funding)	Mass	Dana	\$2,489,525
Harvard Street Design	Dana	Prospect	\$500,000
Mass Ave. -- Harvard Sq Bus Stops (1/3 funding)	Plympton	Garden	\$6,000,000
Misc. Sidewalk			\$950,000
Spot Improvements -- Ped / Bike / Transit			\$200,000
Total Cost			\$13,964,525



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - HARVARD SQUARE - ELIOT STREET

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>An FY25 and FY27 appropriation and bond authorization will support the design and construction of surface enhancements on Eliot Street between Brattle Street and Bennett Street. Project improvements will include full-depth roadway reconstruction, new sidewalks, new street trees, a separated bike lane, and enhanced transit amenities for the key bus stop on the street. A comprehensive community design process will be undertaken to develop the design of the improvements with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets, Vision Zero, and the Urban Forestry Master Plan.</p>	

IMPACT ON OPERATING BUDGET

By allocating funds for the reconstruction of streets and sidewalks, the city is reducing street maintenance costs in the operating budget.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$0	\$2,000,000	\$0	\$8,000,000	\$0	\$10,000,000
GRAND TOTAL	\$0	\$2,000,000	\$0	\$8,000,000	\$0	\$10,000,000

FY25-FY28 FUNDING

An FY25 and FY27 appropriation and bond authorization will support the design and construction of Eliot Street between Brattle Street and Bennett Street.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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	<p>Previous appropriations supported the reconstruction of Eliot Street between Bennett Street and JFK Street, renovations to the historic Harvard Square Kiosk and Plaza, and the safety improvements currently under construction at the Super Crosswalk.</p>
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COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - MASS AVENUE - WATERHOUSE TO ALEWIFE BROOK PARKWAY

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>An FY24 appropriation and bond authorization will support improvements on Mass. Ave. between Waterhouse Street and Alewife Brook Parkway. The scope of work does not include full street and sidewalk reconstruction but does include removing sections of the median, paving, pedestrian ramps, crossing islands, separated bike lanes, operational improvements for transit, signal upgrades, and coordination with critical utility upgrades. These changes will allow separated bike lanes to be implemented while maintaining emergency vehicle access and curb uses such as outdoor dining, loading, and on-street parking.</p> <p>The detailed designs will be developed through a comprehensive community process, including a working group that will consider the needs of the various users of the Avenue, while meeting the requirements of the Cycling Safety Ordinance.</p>	

IMPACT ON OPERATING BUDGET

By allocating funds for the reconstruction of streets and sidewalks, the city is reducing street maintenance costs in the operating budget.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$50,000,000	\$0	\$0	\$0	\$0	\$50,000,000
GRAND TOTAL	\$50,000,000	\$0	\$0	\$0	\$0	\$50,000,000

FY25-FY28 FUNDING

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PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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This project has not been previously funded in a comprehensive allocation. However, funding has been provided to do quick-build projects from a variety of funding sources.

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: URBAN FORESTRY PROGRAM

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City’s Urban Forestry Program supports the maintenance and growth of a healthy, resilient tree canopy. The Program is driven by the recommendations of the Urban Forest Master Plan (UFMP), which identifies effective strategies to maintain and expand the canopy, be more resilient to climate change, reduce the urban heat island effect, and contribute to community well-being in all Cambridge neighborhoods.</p> <p>Tree Plantings (\$785,000): The goal in the UFMP is to plant 1,100 trees in FY24. Half of the trees will be planted by the Forestry Division crews (\$500,000 in the operating budget) and half will be planted by a contractor (funding included in this capital program). Newly planted trees receive extended watering, expanded tree wells, and soil amendments such as compost tea and biochar.</p> <p>Emerald Ash Borer (EAB) Preventative Treatment (\$75,000) is critical, as the EAB insect kills nearly all trees that it infests.</p> <p>Tree Pruning (\$50,000) supports tree health and hazard elimination. The capital funding is combined with operating funds (\$500,000) to support the pruning of street trees, cemetery and park trees, and a new young tree training program.</p> <p>Technical Support & Community Engagement (\$25,000) supports efforts such as the adopt a tree program and the partnership with Green Cambridge on the Canopy Crew program to plant trees on private property at no cost to residents.</p>						  
IMPACT ON OPERATING BUDGET						
Tree maintenance programs to support newly planted trees, EAB treatment, and tree pruning will reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Tree Program Revenues	\$935,000	\$985,000	\$260,000	\$260,000	\$260,000	\$2,700,000
GRAND TOTAL	\$935,000	\$985,000	\$260,000	\$260,000	\$260,000	\$2,700,000
FY25-FY28 FUNDING						
Future appropriations will support the continued implementation of the strategies identified in the UFMP.						
STATUS OF PRIOR YEAR PROJECTS						
In 2022, the City planted 1,385 trees (837 street trees and 550 open space trees). In FY23, \$175,000 was appropriated for the EAB treatment and \$105,000 for tree pruning. There was no appropriation for tree plantings as existing balances along with \$400,000 in the operating budget supported tree plantings.						

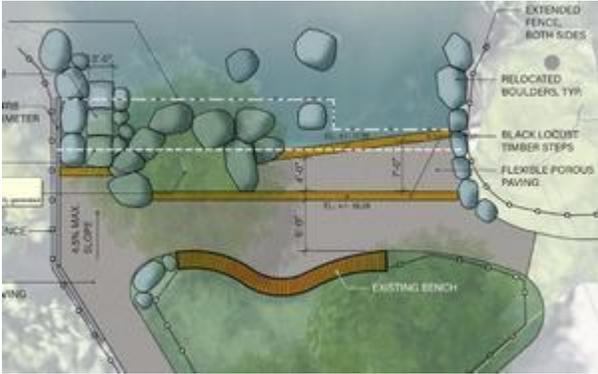
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FACILITY UPGRADES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY25 funds will be used for remote site security and elevator upgrades.						
IMPACT ON OPERATING BUDGET						
Planned facility upgrades reduce the need for costly emergency repairs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$0	\$50,000	\$75,000	\$25,000	\$25,000	\$175,000
GRAND TOTAL	\$0	\$50,000	\$75,000	\$25,000	\$25,000	\$175,000
FY25-FY28 FUNDING						
Future funding will be used for additional remote site security, continued roof replacement, upcountry barn, carpet replacement, and interior painting of the treatment plant.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				No funds were appropriated in FY23.		

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 Funds will be used for various Fresh Pond Reservation Master Plan priorities including Birch Grove seating area permitting, bid, and construction services, and Pine Forest Phase 1 design and permitting services.</p>						
IMPACT ON OPERATING BUDGET						
<p>As projects are completed, there is the potential for increased maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
GRAND TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
FY25-FY28 FUNDING						
<p>Future funds will be used for Fresh Pond Master Plan priorities including the design of Pine Forest Phase 1, and Kingsley Park Phase 2.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY23 funds were used for various Fresh Pond Reservation Master Plan priorities, including Birch Grove seating area improvements; Black's Nook design, bid, and Contract Administration; and Resident Engineering services.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: GRANULAR ACTIVATED CARBON (GAC) FILTER MEDIA REPLACEMENT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Future funds will be used to replace the Granular Activated Carbon (GAC) used as a fine filter for finished drinking water. Replacing this filtering media will reduce Per-and-Polyfluoroalkyl Substances (PFAS).</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not have an impact on the Operating Budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$6,400,000
GRAND TOTAL	\$0	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$6,400,000
FY25-FY28 FUNDING						
<p>ARPA funding will be used to fully support this project in FY24 and partially in FY25. It is estimated that the effective life of the new media in the filters is one year. As a result, the media will be replaced annually.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to cover the cost of the bench scale study as required by the Massachusetts Department of Environmental Protection and were used for the first round of GAC replacement in the fall of 2022.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry. These stations are used to monitor near real-time water supply quantity, and quality, and to maintain proper reservoir levels.</p>						
IMPACT ON OPERATING BUDGET						
<p>USGS will contribute funds for maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$240,000	\$240,000	\$240,000	\$250,000	\$260,000	\$1,230,000
GRAND TOTAL	\$240,000	\$240,000	\$240,000	\$250,000	\$260,000	\$1,230,000
FY25-FY28 FUNDING						
<p>Future funds will be used to cover maintenance for the reservoir gaging weather station located upcountry.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR IMPROVEMENTS - UPCOUNTRY

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funds will be used to continue the repair of the Hobbs Downstream Slope and remove vegetation from City-owned easements. Additionally, \$334,000 has been allocated for the essential repair work for the Hobbs Brook Gatehouse and Culvert Outlet. The total cost of the repairs is projected to be \$1,334,000 of which, \$1,000,000 will be funded through a grant from the Office of Dam Safety.</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$439,000	\$197,000	\$185,000	\$200,000	\$152,000	\$1,173,000
GRAND TOTAL	\$439,000	\$197,000	\$185,000	\$200,000	\$152,000	\$1,173,000
FY25-FY28 FUNDING						
<p>Future funds will be used to continue the repair of the Hobbs Downstream Slope, repair of Hobbs Gatehouse/discharge pipe, Downstream removal of vegetation from City-owned easements, Pine Forest Phase 1 improvements, and Stony spillway improvements.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>No funds were appropriated in FY23.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Future funds will be used for plant instrumentation replacement, backwash pump replacement, and an online turbidimeter replacement.						☀
IMPACT ON OPERATING BUDGET						
Planned maintenance and replacement of water plant equipment reduces the need for costly emergency repairs and decrease water treatment plant equipment downtime.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$0	\$300,000	\$287,000	\$212,000	\$250,000	\$1,049,000
GRAND TOTAL	\$0	\$300,000	\$287,000	\$212,000	\$250,000	\$1,049,000
FY25-FY28 FUNDING						
Future funds will be used for plant instrumentation replacement, facility electrical system preventive maintenance, backwash compressor replacement, high-lift pump rebuild, and replacing chemical feed systems.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				No funds were appropriated in FY23.		

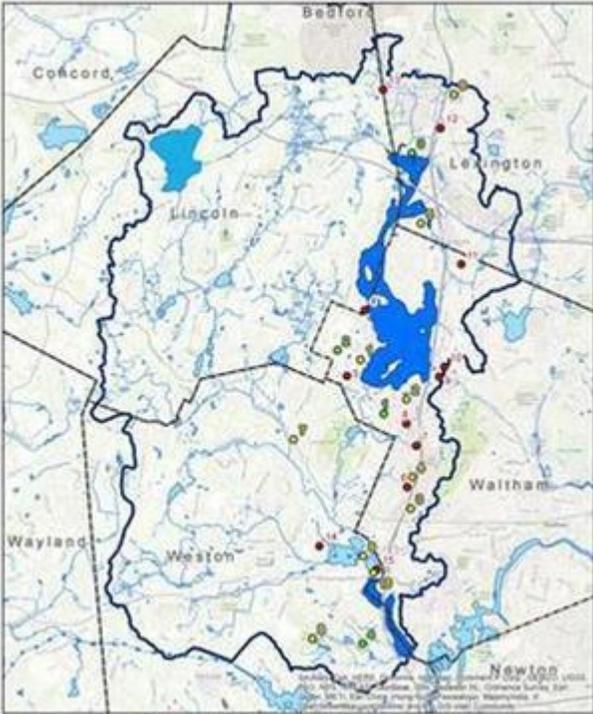
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER WORKS CONSTRUCTION

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funds will be used for waterworks construction projects in coordination with DPW projects, which include repair/replacement of water infrastructure including Inman Street, Willard Street, Chestnut Street, Elm Street, River Street, and Sciarappa Street. Additionally, funds will be used for assistance during emergency repairs and unanticipated needs within the City. This also includes fire hydrant and large valve replacement, police details, and the annual leak detection survey.</p>						
IMPACT ON OPERATING BUDGET						
<p>Replacement of old water mains reduces the potential of leaks in the system, which in turn reduces potential overtime costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$2,002,000	\$2,000,000	\$2,000,000	\$2,100,000	\$2,100,000	\$10,202,000
GRAND TOTAL	\$2,002,000	\$2,000,000	\$2,000,000	\$2,100,000	\$2,100,000	\$10,202,000
FY25-FY28 FUNDING						
<p>Future funds will be used for waterworks construction projects and annual leak detection and anticipated rehabilitation of the force main traversing the Huron Avenue Bridge (FY25 to FY28).</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for water works construction projects in coordination with DPW projects, which include repair/replacement of water infrastructure including Winslow Street, Binney Street, Harvard Street, Avon PL, and Huron Avenue. Additionally, these funds were used for assistance during emergency repairs and unanticipated needs within the City. This also includes fire hydrant and large valve replacement, police details, and the annual leak detection survey.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATERSHED CONSULTING SERVICES

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY24 funds will be used to support the DEP Source Water Protection Plan, GIS mapping and analysis, specialized site plan review, and an update to the drought management plan.						 
IMPACT ON OPERATING BUDGET						
Services will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Water Service Charges	\$174,000	\$68,000	\$68,000	\$68,000	\$68,000	\$446,000
GRAND TOTAL	\$174,000	\$68,000	\$68,000	\$68,000	\$68,000	\$446,000
FY25-FY28 FUNDING						
Future funds will be used to support the DEP Source Water Protection Plan, GIS mapping and analysis, and specialized site plan review.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				No funds were appropriated in FY23		

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY24 funding will support ongoing Danehy Park land and infrastructure repairs, irrigation upgrades, and resurfacing projects.						  
IMPACT ON OPERATING BUDGET						
Infrastructure repairs will allow staff to efficiently manage the amount of moisture in each of the athletic playing surfaces, as well as the functionality and accessibility of the park.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY25-FY28 FUNDING						
Future funding will be used to maintain Danehy Park, aging park features, and equipment.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			FY23 funding was used for irrigation replacement, landscaping, and playground equipment repair.			

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: DISABILITY COMMISSION ADA ACCESSIBILITY IMPROVEMENTS

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY24, the Disability Commission will use \$50,000 to install touchless door actuators in the entryways of several city buildings. The actuators increase accessibility for persons with disabilities. Funding will also be used to improve accessibility in playgrounds and parks.</p>	

IMPACT ON OPERATING BUDGET

This project will not impact the operating budget.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

FY25-FY28 FUNDING

Funding for FY24-28 is requested annually to support ADA improvements to buildings and open spaces.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Allocations of \$50,000 have been made for the past 25 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. In FY23, ADA capital funding was allocated for resurfacing Cooper Playground, St. Mary's and Maple Park, Morrill and Alden Playground.</p>

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY24, an allocation of \$30,000 for the Fresh Pond Golf Course will be used to make land and irrigation system improvements. Funding will also be dedicated to the purchase of equipment that will help manage water use and control invasive species using natural interventions.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Projects reduce the costs of repair and maintenance calls while keeping up with user load and enhancing the natural setting.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Departmental Revenue	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY25-FY28 FUNDING						
<p>Golf Course revenues will be allocated annually for improvement projects.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding of \$30,000 was used to improve land conditions, supplement the purchase of equipment, and aeration and irrigation improvements. Environmental signage was also purchased and installed to call out protected areas.</p>			

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: HUMAN SERVICES BUILDINGS REPAIRS

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Funding will support the revitalization of the Harvard Street entryway of the Moses Youth Center. A portion of the funding will be used to retain landscape design services to develop an approach in collaboration with attendees of the Youth Center. The balance of the funding will be used to complete the implementation of the design.</p>						
IMPACT ON OPERATING BUDGET						
<p>This project will not have an impact on the budget while expanding activity space at the Youth Center.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY25-FY28 FUNDING						
<p>FY25-FY28 funding will be used to maintain Human Services buildings.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY23 funding was dedicated to improvements across 27 locations, including Youth Center furniture, wall panel replacement, upgrades to fitness facilities, office furniture, and meeting room upgrades.</p>			

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: PLAYGROUND REPAIR PROJECT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funding will be used for the repair/replacement of playground equipment. Funding includes furnishing and installing repair parts for various models and types of equipment. Four playgrounds at Danehy Park are in varying condition.</p>						
IMPACT ON OPERATING BUDGET						
<p>This allocation will allow for the continued upkeep of playground equipment which will extend the useful life of these structures, and allow for a more strategic replacement schedule.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY25-FY28 FUNDING						
<p>Continued investment for playground repairs at Danehy Park is projected each year.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This is the first year of this specific funding for playground repair projects.</p>		

HUMAN RESOURCE DEVELOPMENT

HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER AND GOLD STAR POOL MAINTENANCE

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY24 funding will be used to support upgrades and improvements to the locker rooms, ADA lifts, and filter and chemical systems at both the War Memorial and Gold Star pools. Funding will also be used for the annual filling and winterizing of the Gold Star pool and associated equipment in need of repair.</p>						
IMPACT ON OPERATING BUDGET						
<p>Upgrades and repairs will ensure program demand can be met without significant increases in operating costs, interruptions in revenue, or lost access to the pools.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Departmental Revenue	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
GRAND TOTAL	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
FY25-FY28 FUNDING						
<p>Future funding will support the continued maintenance of the War Memorial Recreation Center and Gold Star Pool.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was funded in previous years. At the Gold Star pool funding was used to support repair work associated with seasonal operations and to revitalize a chemical room associated with the pool's water filtration system. At the War Memorial, funding was used to replace tennis court poles and surfacing.</p>			

HUMAN RESOURCE DEVELOPMENT

LIBRARY: MAIN LIBRARY BUILDING REPAIRS

FY24 PROJECT DESCRIPTION	CITY COUNCIL GOALS
The Main Library will use FY24 funds for various repairs and improvements to continue facilities maintenance and ensure smooth operations for patrons and staff.	\$

IMPACT ON OPERATING BUDGET
This project will not impact the operating budget.

5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Free Cash	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
GRAND TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000

FY25-FY28 FUNDING
Annual allocations will be used to maintain the Main Library building.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>FY23 funds were used to purchase furniture for public service facing desks.</p>

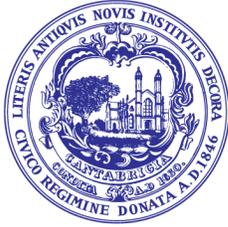
EDUCATION

SCHOOL: BUILDING REPAIRS AND REPLACEMENT

FY24 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This ongoing capital appropriation will address priority building repairs across Cambridge Public Schools (CPS). Project targets for FY24 include replacing the roof and drain system at the Longfellow Building; elevator controls beginning with the Amigos and Cambridgeport Schools; replacing outdated natural gas heaters with electric heat pumps at the Kennedy-Longfellow Building; replacing rooftop units at the Solomon Media Arts Building; upgrading rooftop exhaust fans at the Peabody School; and updating the HVAC control system at the Cambridge Rindge and Latin School RSTA section.</p>						
IMPACT ON OPERATING BUDGET						
<p>Improvements will save on annual maintenance costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY24	FY25	FY26	FY27	FY28	TOTAL
Bond Proceeds	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
GRAND TOTAL	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
FY25-FY28 FUNDING						
<p>Future funds will be used to address repairs and replacements across Cambridge Public Schools.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year projects include: roof replacement at the Morse School, switchgear replacement at the Graham & Parks School, and asbestos abatement.</p>			

SECTION VII

APPROPRIATION ORDERS



City of Cambridge

Executive Department

YI-AN HUANG
City Manager

June 5, 2023

To the Honorable, the City Council:

I am hereby recommending the following amendments to the FY24 Submitted General Fund Budget. These amendments to the Budget reflect changes requested by City Council based on feedback and discussions during the three and a half days of public hearings on the FY24 Operating and Capital Budget.

First, the City will increase funds budgeted to the Affordable Housing Trust (AHT) by \$1,600,000 (Community Development Department, Other Ordinary Maintenance). The amended budget increase of the non-Community Preservation Act (CPA) appropriation to the AHT matches the 7.1% overall increase in the FY24 Operating Budget from FY23 (excluding the shift of affordable housing funds from Capital). The total amended FY24 appropriation of non-CPA funding to the AHT will now be \$24,645,750 (from \$23,045,750 originally submitted as part of the FY24 Budget). The total amended appropriation of all City funding to AHT will now be \$41,105,750 (from \$39,505,750 originally submitted as part of the FY24 Budget), presuming an 80% allocation of CPA funding to affordable housing.

The Council also indicated an interest in greater overall funding for the AHT through a one-time free cash appropriation and a three-year plan for increasing funding to 10% of the City's Operating Budget. These are significant policy decisions that will affect other priorities expressed by the Council including universal pre-kindergarten, climate, municipal broadband, and open space. I am recommending that we discuss affordable housing strategy and budget in fall 2023 and work through broader trade-off's as part of City-Council goal setting starting in January 2024.

Second, I am recommending an increase in the appropriation to the Cambridge Health Alliance of \$416,000 (Cambridge Health Alliance, Other Ordinary Maintenance). The additional funding is in recognition of the fiscal challenges currently facing the Cambridge Health Alliance and will allow the organization to maintain at least four positions based in the Cambridge Public Health Department, which would have otherwise been eliminated in FY24. The recommended increase will bring the total FY24 appropriation to the Cambridge Health Alliance to \$8,316,000 (from \$7,900,000 originally submitted as part of the FY24 Budget). It is anticipated that the Health Services Agreement between the City and the Health Alliance will also be amended in order to account for these changes. These increases will bring the total FY24 Operating Budget to \$883,773,885 (from the initially submitted FY24 Operating Budget of \$881,757,885).



These increases will be funded through property tax revenue. With these changes the estimated increase in the property tax levy for FY24 is approximately 9.2% (from the original FY24 estimate of 8.8%).

Very truly yours,

A handwritten signature in black ink, appearing to read "Yi-An Huang". The signature is fluid and cursive, with a long horizontal stroke at the end.

Yi-An Huang
City Manager

APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
 SUBMITTED MAY 1, 2023
 AMENDED JUNE 5, 2023

Introduced by City Manager Yi-An Huang:

**AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2023,
 AS AMENDED**

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
GENERAL GOVERNMENT							
City Clerk	\$1,583,930	\$230,210	\$4,420		\$1,818,560		\$1,818,560
City Council	\$2,462,990	\$111,500	\$75,200		\$2,649,690		\$2,649,690
Election Commission	\$1,609,850	\$792,000	\$6,770		\$2,408,620		\$2,408,620
Employee Benefits	\$27,275,280	\$936,460	\$30,000		\$28,241,740		\$28,241,740
Executive	\$6,554,485	\$1,811,300	\$101,710		\$8,467,495		\$8,467,495
Finance	\$16,125,035	\$8,377,055	\$149,275	\$62,800	\$24,714,165		\$24,714,165
Human Resources	\$2,686,580	\$1,192,550	\$281,500		\$4,160,630		\$4,160,630
Law	\$2,907,000	\$731,400	\$514,245		\$4,152,645		\$4,152,645
Mayor	\$757,625	\$186,130	\$29,500		\$973,255		\$973,255
Public Celebrations	\$912,385	\$707,650	\$1,325		\$1,621,360		\$1,621,360
Reserve		\$40,000			\$40,000		\$40,000
Total	\$62,875,160	\$15,116,255	\$1,193,945	\$62,800	\$79,248,160		\$79,248,160
PUBLIC SAFETY							
Animal Commission	\$647,425	\$20,435	\$5,150		\$673,010		\$673,010
Community Safety	\$1,453,295	\$1,540,325	\$19,000	\$24,000	\$3,036,620		\$3,036,620
Emergency Comm.	\$9,346,750	\$903,340	\$70,850	\$25,600	\$10,346,540		\$10,346,540
Fire	\$67,565,700	\$2,074,520	\$626,500	\$195,000	\$70,461,720		\$70,461,720
Inspectional Services	\$4,648,010	\$561,960	\$18,170		\$5,228,140		\$5,228,140
License Commission	\$1,654,145	\$44,520	\$7,520		\$1,706,185		\$1,706,185
Police	\$74,003,565	\$3,240,875	\$382,500	\$740,500	\$78,367,440		\$78,367,440
PRAB		\$1,900	\$8,000		\$9,900		\$9,900
Traffic, Parking & Transportation	\$12,450,870	\$4,417,040	\$61,000	\$70,000	\$16,998,910		\$16,998,910
Total	\$171,769,760	\$12,804,915	\$1,198,690	\$1,055,100	\$186,828,465		\$186,828,465

APPROPRIATION ORDERS - OPERATING EXPENDITURES

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$714,300	\$1,095,975	\$3,450		\$1,813,725		\$1,813,725
Capital Building Projects	\$1,564,415	\$10,000			\$1,574,415		\$1,574,415
Community Dev.	\$12,478,945	\$28,333,395	\$61,845	\$16,115	\$40,890,300		\$40,890,300
Debt Service		\$400,000		\$89,185,875	\$89,585,875		\$89,585,875
Historical Comm.	\$979,465	\$59,300	\$1,450		\$1,040,215		\$1,040,215
Peace Commission	\$216,050	\$9,125	\$3,050		\$228,225		\$228,225
Public Works	\$38,776,185	\$28,460,045	\$383,360	\$1,475,000	\$69,094,590		\$69,094,590
Total	\$54,729,360	\$58,367,840	\$453,155	\$90,676,990	\$204,227,345		\$204,227,345
HUMAN RESOURCE DEVELOPMENT							
Comm. on Women	\$329,375	\$16,045	\$525		\$345,945		\$345,945
Human Rights Comm.	\$800,340	\$67,100	\$7,400		\$874,840		\$874,840
Human Services	\$43,479,700	\$15,602,655	\$102,340	\$40,000	\$59,224,695		\$59,224,695
Library	\$14,501,945	\$4,311,635	\$137,150		\$18,950,730		\$18,950,730
Veterans' Services	\$422,800	\$64,800	\$580,000		\$1,067,600		\$1,067,600
Total	\$59,534,160	\$20,062,235	\$827,415	\$40,000	\$80,463,810		\$80,463,810
CITY TOTAL	\$348,908,440	\$106,351,245	\$3,673,205	\$91,834,890	\$550,767,780		\$550,767,780
EDUCATION							
Education	\$204,212,725	\$39,329,410	\$1,305,865	\$152,000	\$245,000,000		\$245,000,000
Total	\$204,212,725	\$39,329,410	\$1,305,865	\$152,000	\$245,000,000		\$245,000,000
INTERGOVERNMENTAL							
Cambridge Health Alliance		\$8,316,000			\$8,316,000		\$8,316,000
Cherry Sheet						\$33,586,010	\$33,586,010
MWRA		\$30,601,130			\$30,601,130		\$30,601,130
Total		\$38,917,130			\$38,917,130	\$33,586,010	\$72,503,140
GRAND TOTALS	\$553,121,165	\$184,597,785	\$4,979,070	\$91,986,890	\$834,684,910	\$33,586,010	\$868,270,920

In City Council June 5, 2023.

Adopted as Amended by a yeas and nays vote:-

Yeas ; 8 Nays 1; Absent 0.

Attest:- Diane P. LeBlanc, City Clerk

A true copy;

ATTEST:-



Diane P. LeBlanc
City Clerk

APPROPRIATION ORDERS - OPERATING REVENUES

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
GENERAL GOVERNMENT							
City Clerk	\$261,000		\$19,300	\$41,500		\$1,496,760	\$1,818,560
City Council			\$14,110			\$2,635,580	\$2,649,690
Election Commission	\$700		\$82,250			\$2,325,670	\$2,408,620
Employee Benefits			\$17,033,510		\$18,025,000	(\$6,816,770)	\$28,241,740
Executive			\$163,865			\$8,303,630	\$8,467,495
Finance	\$605,000		\$544,115		\$3,600,000	\$19,965,050	\$24,714,165
Human Resources						\$4,160,630	\$4,160,630
Law			\$50,000			\$4,102,645	\$4,152,645
Mayor			\$32,000			\$941,255	\$973,255
Public Celebrations			\$49,400			\$1,571,960	\$1,621,360
Reserve						\$40,000	\$40,000
Total	\$866,700		\$17,988,550	\$41,500	\$21,625,000	\$38,726,410	\$79,248,160
PUBLIC SAFETY							
Animal Commission	\$10,000	\$2,000		\$45,000		\$616,010	\$673,010
Community Safety						\$3,036,620	\$3,036,620
Emergency Comm.						\$10,346,540	\$10,346,540
Fire	\$1,176,540	\$3,000		\$140,000	\$12,000	\$69,130,180	\$70,461,720
Inspectional Services	\$166,000		\$17,925	\$30,385,250	\$125,000	(\$25,466,035)	\$5,228,140
License Commission	\$33,000	\$12,000	\$65,000	\$2,496,760		(\$900,575)	\$1,706,185
Police	\$1,487,355	\$2,853,925	\$856,605	\$126,065	\$80,000	\$72,963,490	\$78,367,440
PRAB						\$9,900	\$9,900
Traffic, Parking & Transportation	\$9,719,400	\$5,646,575		\$1,252,935	\$380,000		\$16,998,910
Total	\$12,592,295	\$8,517,500	\$939,530	\$34,446,010	\$597,000	\$129,736,130	\$186,828,465
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$1,014,585					\$799,140	\$1,813,725
Capital Building Projects						\$1,574,415	\$1,574,415
Community Dev.	\$374,500		\$666,395	\$10,300,750	\$12,500,000	\$17,048,655	\$40,890,300
Debt Service	\$27,112,645				\$13,500,000	\$48,973,230	\$89,585,875
Historical Comm.						\$1,040,215	\$1,040,215
Peace Commission			\$23,450			\$204,775	\$228,225
Public Works	\$9,140,005		\$1,523,925	\$1,800,000	\$1,329,280	\$55,301,380	\$69,094,590
Total	\$37,641,735		\$2,213,770	\$12,100,750	\$27,329,280	\$124,941,810	\$204,227,345

APPROPRIATION ORDERS - OPERATING REVENUES

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
HUMAN RESOURCE DEVELOPMENT							
Comm. on Women			\$9,960			\$335,985	\$345,945
Human Rights Comm.						\$874,840	\$874,840
Human Services	\$4,757,000		\$656,190			\$53,811,505	\$59,224,695
Library			\$548,430			\$18,402,300	\$18,950,730
Veterans' Services			\$89,275			\$978,325	\$1,067,600
Total	\$4,757,000		\$1,303,855			\$74,402,955	\$80,463,810
CITY TOTAL	\$55,857,730	\$8,517,500	\$22,445,705	\$46,588,260	\$49,551,280	\$367,807,305	\$550,767,780
EDUCATION							
Education	\$75,000	\$100,000	\$23,888,175		\$50,000	\$220,886,825	\$245,000,000
Total	\$75,000	\$100,000	\$23,888,175		\$50,000	\$220,886,825	\$245,000,000
INTERGOVERNMENTAL							
Cambridge Health Alliance						\$8,316,000	\$8,316,000
Cherry Sheet	\$174,940		\$17,900,610			\$15,510,460	\$33,586,010
MWRA	\$30,601,130						\$30,601,130
Total	\$30,776,070		\$17,900,610			\$23,826,460	\$72,503,140
GRAND TOTALS	\$86,708,800	\$8,617,500	\$64,234,490	\$46,588,260	\$49,601,280	\$612,520,590	\$868,270,920

APPROPRIATION ORDERS - WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE
 SUBMITTED MAY 1, 2023

Introduced by City Manager Yi-An Huang:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2023

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$9,267,625	\$5,923,760	\$86,580	\$225,000	\$15,502,965		\$15,502,965

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the Water Fund are to be financed by estimated revenues drawn from the following sources:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$15,502,965						\$15,502,965

In City Council June 5, 2023.

Adopted by a ye and nay vote:-

Yeas 9; Nays 0; Absent 0.

Attest:- Diane P. LeBlanc, City Clerk

A true copy;

ATTEST:-



Diane P. LeBlanc
 City Clerk

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
SUBMITTED MAY 1, 2023

Introduced by City Manager Yi-An Huang:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2023

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT	
Finance: E-Gov Projects	\$1,200,000
Finance: Participatory Budgeting	\$1,065,000
GENERAL GOVERNMENT TOTAL	\$2,265,000
PUBLIC SAFETY	
Emergency Communications: Office Redesign	\$50,000
Emergency Communications: Training Room Upgrade	\$100,000
Police: Replacement Automatic External Defibrillators	\$35,000
Traffic: Fleet Vehicle Replacement	\$50,000
Traffic: Parking Garage Restoration and Improvements	\$1,000,000
Traffic: Traffic Signal Program	\$350,000
Traffic: Vision Zero Safety Improvements Fund	\$500,000
PUBLIC SAFETY TOTAL	\$2,085,000

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

PROJECT	APPROPRIATIONS
COMMUNITY MAINTENANCE AND DEVELOPMENT	
CDD: Economic Opportunity and Development - Biomedical Career Training Program	\$99,000
CDD: Economic Opportunity and Development - Microenterprise Training	\$50,000
CDD: Economic Opportunity and Development - Small Business Enhancement & Interior Access Programs	\$179,500
CDD: Economic Opportunity and Development - Storefront Improvements Program	\$200,000
CDD: Housing - Affordable Housing Project Development	\$213,735
CDD: Housing - Home Improvement Program	\$464,895
CDD: Housing - Housing Mediation Program	\$140,000
CDD: Housing - Housing Rehabilitation Assistance Program	\$337,250
CDD: Housing - Tenant Organizing Services	\$75,000
CDD: Transportation - Bicycle Parking Program and Bus Stop Amenities	\$150,000
CDD: Transportation - ebikes for Bluebikes	\$300,000
CDD: Transportation - Traffic Calming	\$300,000
Public Works: Buildings - Carpet and Furnishings	\$100,000
Public Works: Buildings - Energy Efficiency	\$100,000
Public Works: Parks - Park Restoration Program	\$600,000
Public Works: Parks - Park Water Conservation Program	\$100,000
Public Works: Sewer/Stormwater - Remedial Construction	\$3,000,000
Public Works: Streets - Complete Streets Reconstruction	\$2,964,525
Public Works: Urban Forestry Program	\$935,000
Water: Fresh Pond Master Plan Implementation	\$250,000
Water: Reservoir Gaging Weather Station Maintenance	\$240,000
Water: Reservoir Improvements - Upcountry	\$439,000
Water: Water Works Construction	\$2,002,000
Water: Watershed Consulting Services	\$174,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL	\$13,413,905
HUMAN RESOURCE DEVELOPMENT	
Human Services: Danehy Park Maintenance	\$50,000
Human Services: Disability Commission ADA Accessibility Improvements	\$50,000
Human Services: Fresh Pond Golf Course Improvements	\$30,000
Human Services: Human Services Buildings Repairs	\$30,000
Human Services: Playground Repair Project	\$50,000
Human Services: War Memorial Recreation Center and Gold Star Pool Maintenance	\$48,000
Library: Main Library Building Repairs	\$35,000
HUMAN RESOURCE DEVELOPMENT TOTAL	\$293,000
TOTAL	\$18,056,905

APPROPRIATION ORDERS - PUBLIC INVESTMENT FINANCING PLAN

BE IT FURTHER ORDERED: That the city appropriations in the Public Investment Fund are to be financed by estimated revenues drawn from the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE
Chapter 90	\$2,866,250
Community Development Block Grant	\$1,559,380
Departmental Revenue	\$111,980
Free Cash	\$2,800,000
Parking Revenue Fund	\$2,450,000
Property Taxes	\$1,065,000
Sewer Service Charges	\$3,000,000
Street Preservation Offset Fund	\$64,295
Tree Program Revenues	\$935,000
Water Service Charges	\$3,205,000
TOTAL	\$18,056,905

In City Council June 5, 2023.

Adopted by a yeas and nays vote:-

Yeas 9; Nays 0; Absent 0.

Attest:- Diane P. LeBlanc, City Clerk

A true copy;

ATTEST:-



Diane P. LeBlanc
City Clerk

SECTION VIII

GLOSSARY, ACRONYM TABLE, INDEX, AND PHOTO CREDITS

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 that records, classifies, and reports information on the financial status and operation of an organization.

ACCRUAL BASIS. The basis of accounting under which revenues and expenses are recognized when they occur, regardless of the timing of related cash flows.

ADOPTED BUDGET. The resulting budget that has been approved by the City Council. Department expenditures may not exceed their adopted budget amounts without a supplemental appropriation.

AGENCY FUND. A type of fiduciary fund used to account for resources held in purely a custodial capacity for other governments, private organizations, or individuals.

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

AMORTIZATION. The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

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

ANNUAL COMPREHENSIVE FINANCIAL REPORT. Financial report that contains at a minimum, three sections (introductory, financial, and statistical) and whose financial section provides information on each individual fund and component unit.

ANTI-RACISM. An active commitment to dismantling institutional structures, beliefs and behaviors that perpetuate inequity based on race. It is the practice of opposing the devaluing of human beings at individual, interpersonal, and systems levels.

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

ARBITRAGE. The reinvestment of proceeds of tax-exempt securities in materially higher yielding taxable securities. Federal regulations restrict arbitrage of municipal bond proceeds.

ASSESSED VALUATION. A valuation set upon real or personal property by the City's Board of Assessors as a basis for levying taxes.

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

AVAILABLE FUND BALANCE RATIO. The ratio of available fund balance to revenue.

BALANCED BUDGET. A budget in which receipts, including planned use of fund balance, are greater than (or equal to) expenditures, as required for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes over a defined budget period.

BASIS OF ACCOUNTING. Timing of when revenues and expenditures will be recorded for financial reporting purposes – when the transaction is recognized in the financial statements.

BASIS OF BUDGETING. Method used to determine when revenues and expenditures are recognized for budgetary purposes.

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

BONDS AUTHORIZED AND UNISSUED. Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

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

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

GLOSSARY

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

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

CAPITAL ASSETS. Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

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

CAPITAL EXPENDITURES. Expenditures which result in the acquisition of, or addition to, capital assets.

CAPITAL FUND. Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

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

CASH BASIS OF ACCOUNTING. Revenues are recorded when cash is received and expenditures are recognized when cash is paid out.

CHAPTER 70. A term for state aid for schools.

CHAPTER 90. A state program that reimburses municipalities the cost of approved capital roadway projects.

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

CIRCULAR ECONOMY. An economic system based on business models that design-in regenerative production and limit consumption and waste to keep products and materials in use as long as possible.

COMMUNITY PRESERVATION ACT (CPA). A state law (MGL chapter 44B) that allows the City to impose a surcharge of 3% of real estate taxes. Proceeds from the amount raised by the City and matching funds received from the state are used to support the construction and preservation of affordable housing, open space acquisition, and historic preservation. The first \$100,000 of residential property, as well as certain low-income properties, are exempt from this surcharge.

CONSOLIDATED SPENDING. The total amount of expenditures across multiple departments related to specific goals.

COST CENTER. A subunit of a Division. 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 MGL chapter 44, specifically sections 2, 3, 4, and 6-15.

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

DEBT LIMIT. The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. Certain categories of debt are exempt from these limits.

DEBT SERVICE. Payment of interest and principal to holders of a government's debt instruments.

DEBT STABILIZATION FUND. A fund designed to accumulate amounts set aside to help offset a portion of future debt service on large, tax-supported projects.

GLOSSARY

DEFICIT. The excess of budget expenditures over receipts. The City charter requires a balanced budget.

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

DEPRECIATION. A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

DIRECT DEBT. Debt of the government preparing statistical information, in contrast to debt of other, overlapping governments.

DIVISION. A unit within a department that focuses on a specific subset of the department's public services.

EARLY CHILDHOOD. A stage of human development from birth until kindergarten.

E-GOV. The City's IT Governance Model designed to ensure that IT spending decisions reflect the goals of the City through a set of principles and criteria.

ENCUMBRANCE. Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved.

ENTERPRISE FUND. A proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

ENVISION CAMBRIDGE. A community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge.

EQUALIZED VALUATIONS. The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. Equalized valuations have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs.

EQUITY. The presence of impartial access to opportunities, resources and supports and the absence of disparities, biases, and barriers that are systematically associated with social and historical advantage and disadvantages including race, sex, sexual orientation, gender identity, physical and intellectual ability, and immigration status.

EXCESS LEVY CAPACITY. The difference between the levy limit under Proposition 2½ and the amount of real and personal property taxes actually levied in a given year. Annually, the Council must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to the state Department of Revenue when setting the tax rate.

EXCISE TAX. A tax levied for certain activities or transactions. Cambridge receives excise tax revenue from the ownership of motor vehicles; short-term room occupancy at hotels, motels, lodging houses, and short-term rentals; the sale of restaurant meals; and the sale of recreational cannabis within the city.

EXPENDITURES. The amount of money, cash, or checks actually paid or obligated for payment from the treasury. Expenditures are categorized in accordance with Massachusetts General Laws and the Uniform Massachusetts Accounting System. Categories are Salary and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures.

EXTRAORDINARY EXPENDITURES. A line item encompassing expenditures related to major maintenance, the cost of equipment, debt service, and similar costs.

FIDUCIARY FUND. Funds used to report assets held in a trustee or agency capacity for others and which cannot be used to support the government's own programs. Categories include pension, investment, and agency funds.

FINES & FORFEITS. Fines and any associated penalties levied for violations of the municipal code.

FISCAL YEAR. The 12-month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends. For example, FY23 ends June 30, 2023.

FREE CASH. Funds remaining from the operations of the previous fiscal year that are certified by the state Department of Revenue's Director of Accounts as available for appropriation.

GLOSSARY

FUND. A set of interrelated accounts which record assets and liabilities related to a specific purpose.

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

FUND BALANCE. The excess of assets of a fund over its liabilities and reserves. Fund balances are classified as non-spendable, restricted, committed, assigned, and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GENERAL FUND. The chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS. Bonds issued by a municipality that are backed by the full faith and credit of its taxing authority.

GEOGRAPHICAL INFORMATION SYSTEM (GIS). Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area, or community-wide basis.

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

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

GROSS DEBT SERVICE. The total amount of debt (including principal and interest) repaid in a fiscal year.

INCLUSION. The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and have unobstructed access to participation. An inclusive and welcoming climate embraces differences and values all people in words and in actions.

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

INTERFUND TRANSACTIONS. Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

INTERGOVERNMENTAL REVENUE. Includes federal and state grants, other governmental revenue and State Aid revenue. Examples include Cherry Sheet revenue, Community Development Block Grant, and Unrestricted General Government Aid.

INTERNAL SERVICE FUNDS. Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

LANGUAGE JUSTICE. The right to understand and be understood in the language in which a person is most comfortable.

LEGAL LEVEL OF BUDGET CONTROL. The level at which expenditures cannot exceed appropriated amounts.

LEVY LIMIT. The maximum amount of tax a community can levy in a given year under Proposition 2½. The limit can grow each year by 2.5% of the prior year's levy limit, 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.

LICENSE & PERMIT FEES. The charges related to regulatory activities and privileges granted by government in connection with regulations.

GLOSSARY

LINE ITEM. Categories of expenditures of related types, including Salaries and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures. Funds budgeted in one line cannot be transferred to a different line without an appropriation.

LIQUIDITY RATIO. The ratio of unrestricted cash to revenue.

LONG-TERM LIABILITY RATIO. The ratio of long-term debt, adjusted net pension liabilities, adjusted net OPEB liabilities, and other long-term liabilities to revenue.

MAJOR FUND. A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

MASSACHUSETTS CLEAN WATER TRUST (MCWT). The MCWT improves the water quality in the Commonwealth through the provision of low-cost capital financing to cities, towns, and other eligible entities, and maintains stewardship of public funds with prudence, professionalism, and integrity.

MASSACHUSETTS WATER RESOURCES AUTHORITY (MWRA). The MWRA is a public authority that provides wholesale water and sewer services to metropolitan Boston area communities. Cambridge uses the MWRA for sewer and emergency water service.

MISSION. A general statement of a division's overarching public purpose.

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

N/A. Information is not available or not applicable.

NET ASSETS. The difference between the assets and liabilities of proprietary funds. Classifications include unrestricted, invested in capital, net of related debt, and restricted assets.

NET DEBT SERVICE. The amount of tax-supported debt (principal and interest) repaid in a fiscal year, excluding debt supported by other revenue sources.

NET ZERO. An annual balance of zero greenhouse gas emissions from building operations achieved on a building by building basis using energy efficiency, renewable energy, and if necessary carbon offsets or, potentially, credits as a temporary measure.

NON-TAX REVENUE. All revenue coming from non-tax sources, including licenses and permits, intergovernmental revenue, charges for services, fines and forfeits, and various other miscellaneous revenue sources.

NOTE. A short-term 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 with interest at a specified rate.

OBJECTIVE. An intended outcome of a program's activities.

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

OPERATING BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period for regular activities and the proposed means of financing them.

OTHER ORDINARY MAINTENANCE. A budget line item encompassing expenditures related to professional and technical services, expendable supplies, energy costs, communication costs, minor maintenance, and other similar costs.

OTHER POST-EMPLOYMENT BENEFITS (OPEB). Benefits received by an employee during retirement, including health care and life insurance premiums, in accordance with state statute and City ordinance.

GLOSSARY

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.

PART 1 CRIMES. Crimes considered by the FBI to be the most serious. They include violent crimes and property crimes.

PARTICIPATORY BUDGETING. A democratic process in which residents directly decide how to spend part of a public budget.

PAY-AS-YOU-GO FUNDS. The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

PERFORMANCE MEASURE. An instrument for determining the degree to which a program executes an action or task. The degree of goal fulfillment achieved by programs.

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

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

PROGRAM. Group of activities, operations, or organizational units directed to attaining specific purposes and objectives.

PROPOSITION 2½. A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2.5% 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 2.5% on the increase in the property tax levy.

PROPRIETARY FUNDS. Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

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

RATING AGENCIES. The agencies that issue credit ratings on the City's municipal bond, including Moody's Investors Service, S&P Global Ratings, and Fitch Ratings.

REFUNDING. Issuance of new debt whose proceeds are used to repay previously-issued debt. When interest rates fall, issuers can exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

REGISTERED BONDS. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. All municipal bonds must be registered to maintain tax-exempt status.

RESERVED FUND BALANCE. Portion of a governmental fund's net assets that is not available for appropriation.

RESILIENCE. The capacity of the community to respond to adversities caused by social, economic, political, and environmental factors.

RESTRICTED ASSETS. Assets whose use is subject to constraints by law or by conditions imposed by grantors, creditors, or contributors.

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.

SALARIES AND WAGES. A line item encompassing expenditures associated with employee compensation, including salaries, health insurance, pensions, and other similar costs.

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

SERVICE PROGRAM. A planned agenda for providing benefits to citizens.

GLOSSARY

SHORT-TERM RENTAL. Any rental of a residential dwelling unit, or of a bedroom within a dwelling unit, in exchange for payment, as residential accommodations for a duration of less than thirty days.

SPECIAL REVENUE FUND. Governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

SUBMITTED BUDGET. The proposed budget that has been approved by the City Manager and forwarded to the City Council for 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.

SUSTAINABILITY. The means to most efficiently utilize today's resources without negatively impacting future generations.

TAX RATE. The amount of tax paid per \$1,000 in assessed value of taxable properties.

TRAVEL AND TRAINING. A line item encompassing expenditures related to dues and subscriptions, professional development for employees, business travel, judgments and damages, worker's compensation payments, and similar costs.

TRUE INTEREST COST (TIC). The actual cost of issuing a bond. The TIC is the yearly cost for obtaining debt financing, expressed as a proportion of the total debt amount. All charges related to the bond are included; for example, all ancillary fees and costs such as discount points and prepaid interest, as well as factors related to the time value of money.

UNASSIGNED FUND BALANCE. The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

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

UNRESTRICTED GENERAL GOVERNMENT AID (UGGA). Portions of local aid that the City has discretion to allocate, in contrast with restricted categories such as school or library aid.

VALUATION. The monetary value of real and personal property as calculated by the assessor. By state law, all real and personal property must be assessed at 100% of market value for taxation purposes. Proposition 2½ sets the City's tax levy limit at 2.5% of the assessed full market value of all taxable property.

VISION ZERO. A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. The City Council adopted Vision Zero in March 2016.

ZERO WASTE MASTER PLAN. A plan to guide City's recycling, compost, and trash program to reach a goal of reducing trash by 30% by 2020 and by 80% by 2050 from a 2008 baseline.

ACRONYM TABLE

ABBOT	American-Born Black Outreach Team
ACS	American Community Survey
ADA	Americans with Disabilities Act
ADEI	Anti-Racism, Diversity, Equity, and Inclusion
AFCOST	Agenda for Children Out of School Time Initiative
AHO	Affordable Housing Overlay
ARPA	American Rescue Plan Act
AV	Audiovisual
B	Billion
BEUDO	Building Energy Use Disclosure Ordinance
BHCC	Bunker Hill Community College
BID	Business Improvement District
BIPOC	Black, Indigenous, and People of Color
BWCU	Body Worn Camera Unit (Police)
BZA	Board of Zoning Appeal
CAEII	Cambridge Antiracism, Equity, and Inclusion Initiative
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAPS	Clinicians and Police
CARES	Coronavirus Aid, Relief, and Economic Security Act
CAU	Crime Analysis Unit (Police)
CCE	Cambridge Community Electricity
CCSW	Cambridge Commission on the Status of Women
CCTV	Cambridge Community Television
CD	Certified Deposit
CDBG	Community Development Block Grant
CDD	Community Development Department
CEA	Cambridge Energy Alliance
CEP	Cambridge Employment Program (Human Services)
CET	Community Engagement Team (Human Services, Community Development)
CFD	Cambridge Fire Department
CHA	Cambridge Health Alliance / Cambridge Housing Authority
CHC	Cambridge Historical Commission
CHRC	Cambridge Human Rights Commission
CIRC	Commission on Immigrant Rights and Citizenship (Human Rights Commission)
CLC	Community Learning Center (Human Services)
CMR	Code of Massachusetts Regulations
CMT	Constant Maturity Treasury
CNT	Crisis Negotiations Team (Police)
COA	Council on Aging (Human Services)
CoC	Cambridge Continuum of Care (Human Services); City of Cambridge (IT)
COFI	Cost of Funds Index
COT	Cambridge Office for Tourism (Executive)
CPA	Community Preservation Act
CPD	Cambridge Police Department
CPHD	Cambridge Public Health Department
CPS	Cambridge Public Schools

ACRONYM TABLE

CRLS	Cambridge Rindge and Latin School
CRM	Customer Relationship Management
CSD	Community Safety Department
CSI	College Success Initiative (Human Services); Community Safety Initiative (Police)
CSO	Cycling Safety Ordinance; Combined Sewer Overflow
CWD	Cambridge Water Department
CYP	Cambridge Youth Programs (Human Services)
d/b/a	Doing business as
DEP	Massachusetts Department of Environmental Protection
DGBVPI	Domestic and Gender-Based Violence Prevention Initiative (Executive)
DHCD	Massachusetts Department of Housing and Community Development
DHSP	Department of Human Service Programs
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
DV	Domestic Violence
EAB	Emerald Ash Borer
ECC	Emergency Communications Center
ECD	Emergency Communications Department
E-Gov	The City's IT governance model
EHV	Emergency Housing Vouchers
EMS	Emergency Medical Services
EOPSS	Massachusetts Executive Office of Public Safety and Security
EPAC	Emergency Preparedness and Coordination (Fire)
ESOL	English for Speakers of Other Languages
ESSER	Elementary and Secondary School Emergency Relief
EV	Electric Vehicle
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Association
FJG	Family Justice Group (Police)
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAC	Granular Activated Carbon
GASB	Government Accounting Standards Board
GVRS	Gun Violence Reduction Strategy
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information Systems
Hazmat	Hazardous Materials
HMO	Health Maintenance Organization
HOME	HUD HOME Investment Partnerships Program
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
ISD	Inspectional Services Department
ISO	Insurance Services Office
IT	Information Technology
ITD	Information Technology Department (Finance)

ACRONYM TABLE

JK	Junior Kindergarten
K	Thousand
KOED	King Open Extended Day
kWH	Kilowatt-hours
LED	Light Emitting Diode
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus
M	Million
MA	Massachusetts
MAPC	Metropolitan Area Planning Council
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority
MCC	Massachusetts Cultural Council
MCWT	Massachusetts Clean Water Trust
MFIP	Municipal Facilities Improvement Plan
MGL	Massachusetts General Laws
MIS	Management Information System
MIT	Massachusetts Institute of Technology
MPH	Miles per hour
MSA	Metropolitan Statistical Area
MSYEP	Mayor's Summer Youth Employment Program (Human Services)
MV	Motor Vehicle
MWPA	Massachusetts Wetlands Protection Act
MWRA	Massachusetts Water Resources Authority
NCD	Neighborhood Conservation District
NRS	Neighborhood Revitalization Strategy
OEC	Office of Early Childhood (Human Services)
OEI	Office of Equity and Inclusion
OPEB	Other Post-Employment Benefits
OST	Out-of-School Time
OWD	Office of Workforce Development (Human Services)
PB	Participatory Budgeting
PC	Personal Computer
PERAC	Public Employee Retirement Administration Commission
PERF	Police Executive Research Forum
PFAS	Per-and-Polyfluoroalkyl Substances
PH	Public Health
PILOT	Payments In-Lieu-Of Tax
POST	Peace Officer Standards and Training Commission
ppt	Parts per trillion
PRAB	Police Review and Advisory Board
PSIT	Public Safety Information Technology (Emergency Communications)
PTDM	Parking and Transportation Demand Management
PV	Photovoltaic
RFI	Request for Information
RMC	Resilient Mystic Collaborative
RMV	Registry of Motor Vehicles

ACRONYM TABLE

SJG	Social Justice Group (Police)
SLA	Service Level Agreement
SRT	Special Response Team (Police)
STEAM	Science, Technology, Engineering, Arts, and Math
TEU	Traffic Enforcement Unit (Police)
TNC	Transportation Network Company
TPF	Tactical Patrol Force (Police)
TP+T	Traffic, Parking and Transportation
TSD	Technical Services Division (Fire)
UFMP	Urban Forest Master Plan
UGGA	Unrestricted General Government Aid
UPK	Universal Pre-K
US	United States
USGS	United States Geological Survey
VA	U.S. Department of Veterans Affairs
WTO	Water Treatment Operations (Water)
ZWMP	Zero Waste Master Plan

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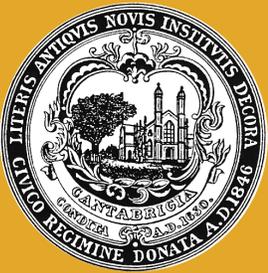
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