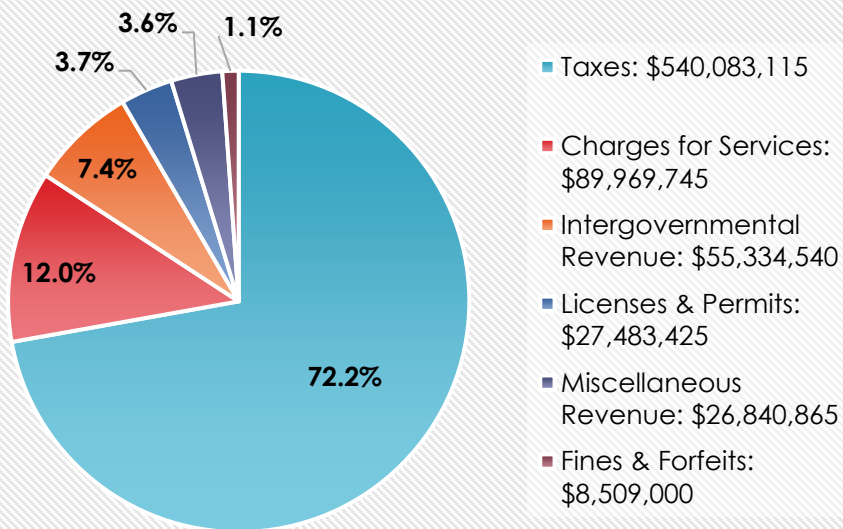
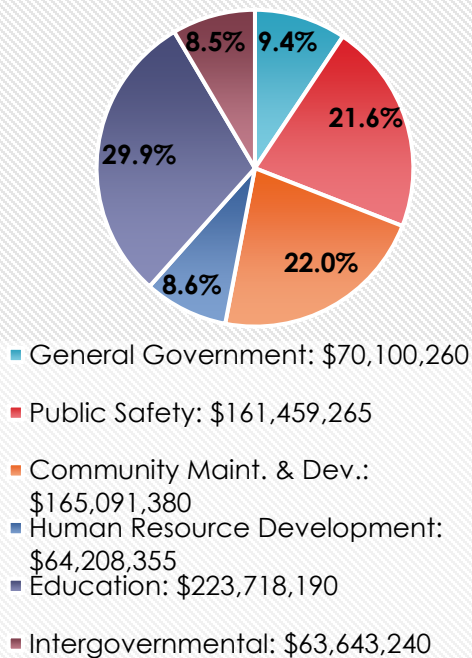


FINANCIAL SUMMARIES – FY22 OPERATING BUDGET

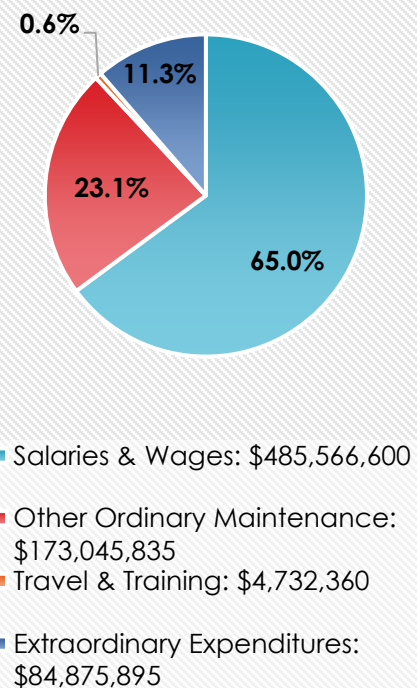
FY22 REVENUES BY CATEGORY: \$748,220,690



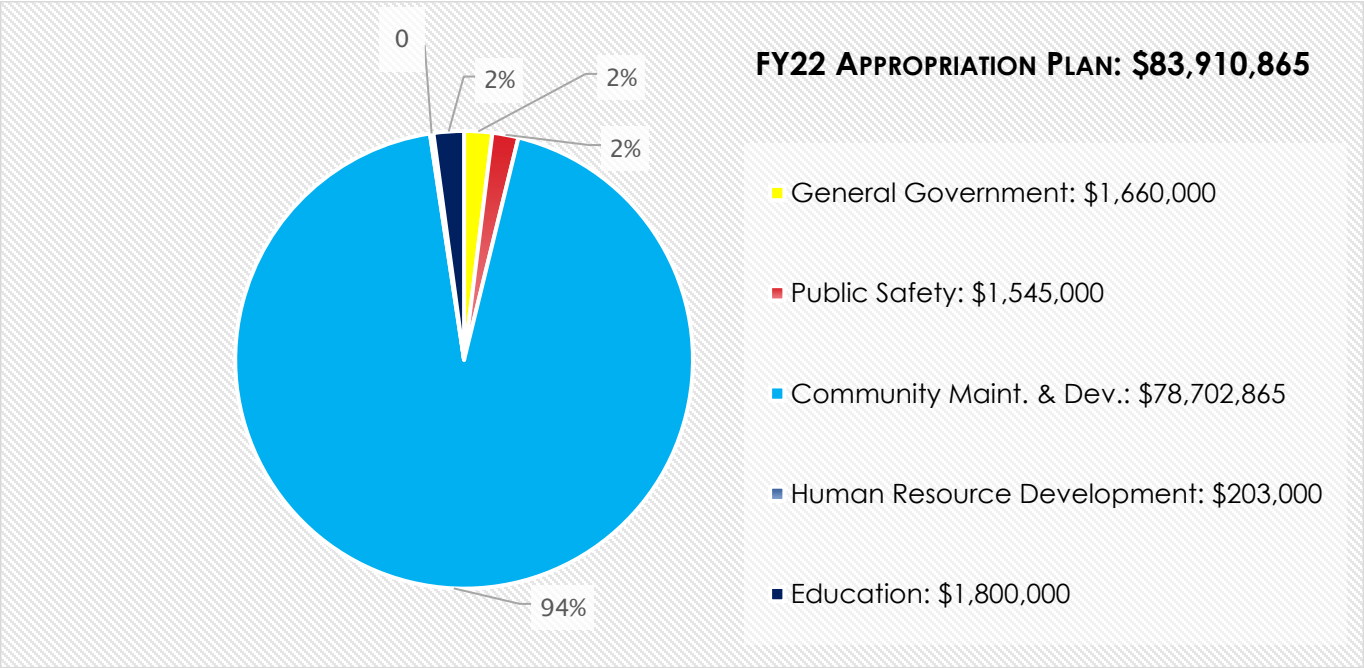
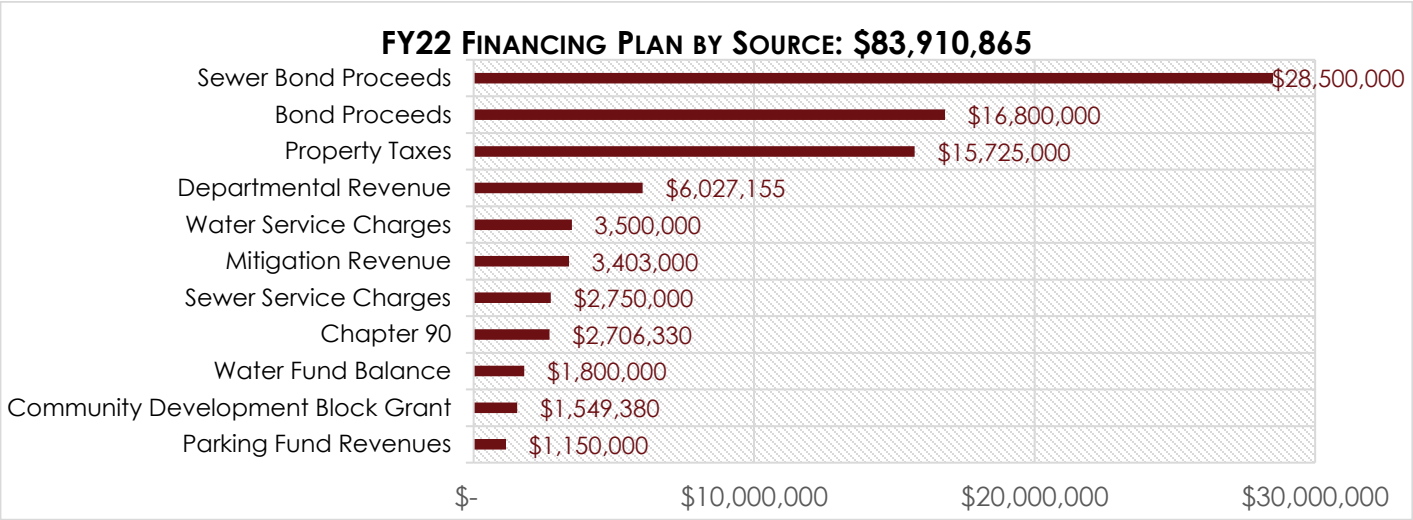
FY22 EXPENDITURES BY FUNCTION: \$748,220,690



FY22 EXPENDITURES BY STATUTORY CATEGORY: \$748,220,690



FINANCIAL SUMMARIES – FY22 PUBLIC INVESTMENT BUDGET



BUDGET CALENDAR

DECEMBER 7, 2020	Budget Kickoff Meeting. City Manager briefs department heads and fiscal staff on FY22 budget guidelines.
DECEMBER 2020 THROUGH 10 DAYS BEFORE DEPARTMENT HEARING	Departments review and update budget materials: <ul style="list-style-type: none"> • Personnel analysis sheets • FY22 revenue and expenditure projections and FY22 requests • Budget presentation templates • FY22 budget narratives • Goals and FY20 actuals, FY21 projections, and FY22 targets for performance measures All supporting documentation must be submitted to Budget Analyst for preliminary review.
JANUARY 13, 2021	Deadline for Capital submissions to the Budget Office.
JANUARY 19, 2021 THROUGH MARCH 29, 2021	Formal department presentations to the City Manager. Budget presentation templates need to be finished, along with all supporting documentation, in conjunction with Budget Analyst for final review with Budget Director 72 hours prior to the scheduled meeting. This meeting should be a review to make only minor adjustments.
MARCH 12, 2021	Deadline for submission of Key Initiatives and Benchmarks to Budget Office.
MAY 3, 2021	City Manager submits Budget to the City Council.
MAY 10, 2021 THROUGH MAY 21, 2021	City Council's Committee on Finance Budget Hearings.
JUNE 7, 2021	Projected budget adoption.
JUNE 17, 2021	Deadline for City Council adoption of FY21 Budget.
JUNE 24, 2021	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work plans) to City Auditor for execution.
JULY 1, 2021	First day of FY22 Begin execution of FY22 allotment plans.

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 FY22 was initiated in November 2020. 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. In the FY22 Budget, some goals and measures were eliminated, replaced, and/or expanded, resulting in goals and measures that are more comprehensive, significant, or illustrative of the services and programs provided by City departments.

The City Manager, in his guidelines, asked departments to be mindful of the City's new initiatives and the impacts they will have on the operating budget. All Other Ordinary Maintenance, Travel & Training, and Extraordinary Expenditures lines should remain level funded going into the formal presentation with the City Manager. 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 FY22 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. A particular emphasis has been placed on the Council's goal to ensure the City's budget allocates resources responsibly and responsively. 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
- *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
- *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
- 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; and the Cambridge Anti-Racism, Equity, and Inclusion Initiative

BUDGET PROCESS

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 submitted the FY22 Budget to the City Council on May 3, 2021.

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 10-May 21, 2021. 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 17). The City Council is projected to adopt the FY22 Budget on June 7, 2021. The annual budget for FY22 becomes effective July 1, 2021.

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.

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

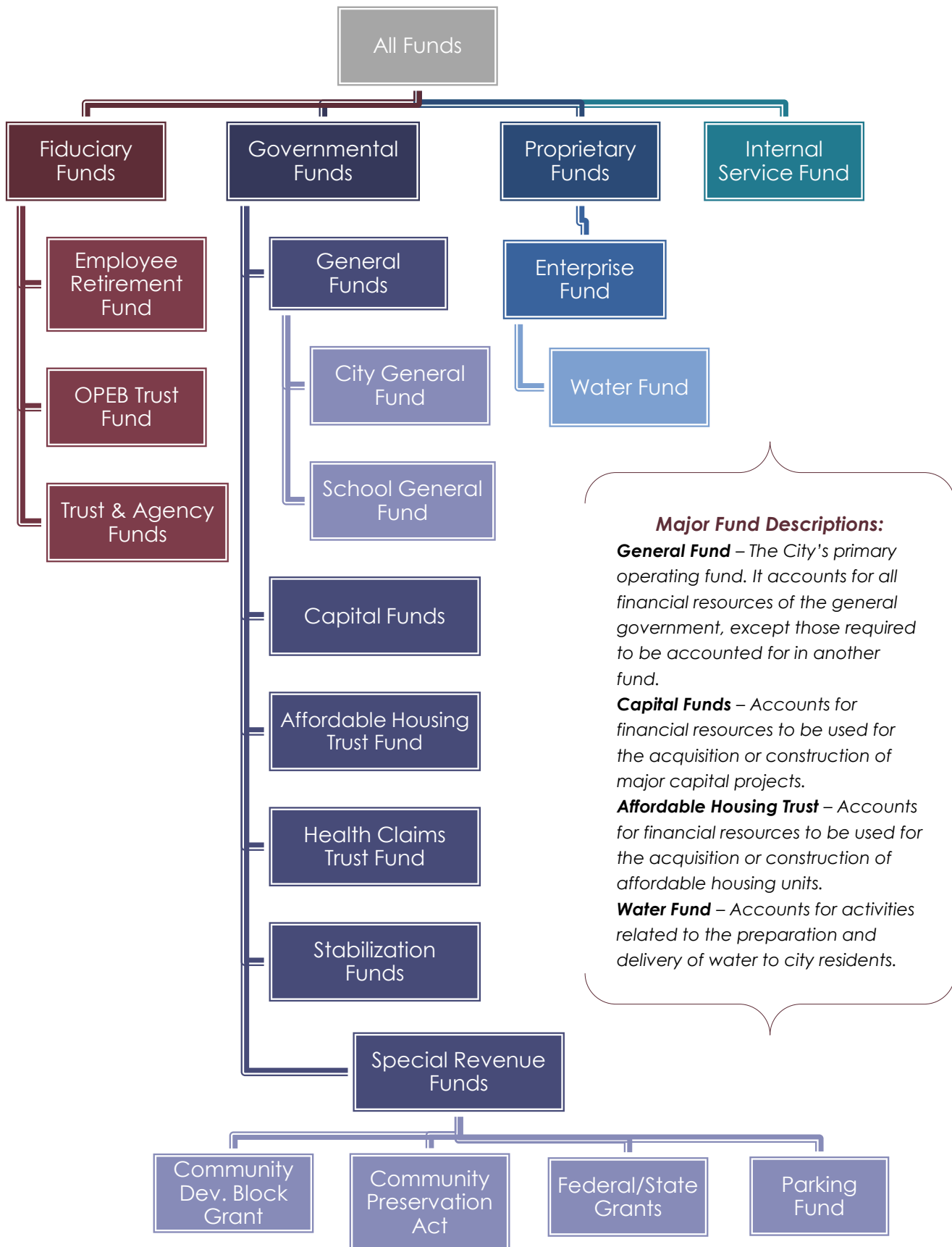
The City prepares its Comprehensive Annual Financial Report in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

- 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, 2020.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
AS REPORTED ON A BUDGETARY BASIS	\$641,454,239	\$635,871,368	(\$52,486,661)
Adjustments:			
Revenues to Modified Accrual Basis	\$18,513,194		\$0
Expenditures, Encumbrances, and Accruals (Net)	\$0	(14,529,009)	\$0
On Behalf Contribution for Teachers Pension	\$38,190,700	\$38,190,700	\$0
Reclassifications:			
Premium on Debt Issuance	\$0	\$0	\$267,404
Transfers Not Reported on a Budgetary/GAAP Basis	\$0	\$0	(\$10,072,217)
AS REPORTED ON AN ACCOUNTING BASIS (GAAP)	\$698,158,133	\$659,533,059	(\$62,291,474)

CITY FUND STRUCTURE



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	√		
Cherry Sheet Assessments	√		
City Clerk	√		
City Council	√		
Community Development	√		√
Debt Service	√		
Election	√		
Electrical	√		
Emergency Communications	√		
Employee Benefits	√		
Executive	√		
Finance	√		√
Fire	√		√
Historical Commission	√		
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 FY22 Budget Appropriation by Fund.

CAPITAL FUND	
Bonded Projects	\$45,300,000
Non-bonded Projects	\$38,610,865
TOTAL CAPITAL FUND	\$83,910,865
GENERAL FUND	
Direct General Fund	\$692,239,460
City Debt Stabilization Fund Transfer	\$8,500,000
Community Development Block Grant Fund Transfer	\$1,116,970
Health Claims Trust Fund Transfer	\$13,750,000
Parking Fund Transfer	\$19,597,435
TOTAL GENERAL FUND	\$735,203,865
WATER FUND	
TOTAL WATER FUND	\$13,016,825
TOTAL BUDGET APPROPRIATED FUNDS	\$832,131,555

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

- **Center for Tech and Civic Life** – this grant was used to help cover the costs associated with ballot drop boxes, location rental and cleaning, voting equipment and supplies and other costs related to the 2020 Presidential Election. (Election)

PUBLIC SAFETY

- **Emergency Management Performance (EMPG) Grant (\$39,600).** Grant provides funds for the purchase of 6 laryngoscopes with a camera attached to a viewable screen to better assess the patient and fund the training cost and uniforms for 12 members who will be added to the existing 28 member Cambridge Fire Department Emergency Medical Services Bicycle Team. (Fire)
- **MA EOPSS – Fire Services (\$187,500).** Grant provides funds to purchase new hazards detection devices, to purchase warrantees for certain meters, to purchase Gasses and Confidence Tests for detection devices, to repair or replace equipment as needed as well as for training that will allow members to stay current on the latest hazards, threats and procedures.
- **Violence Against Women Act (VAWA) Grant (\$45,250).** Grant provides funds to continue contracting with a civilian advocate to implement the Police Department’s Trauma Informed)
- **MA EOPSS - Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant, (\$33,585)** 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)
- **Massachusetts Department of Transportation (MassDot) (\$52,158).** this is a Shared Street and Spaces Program grant awarded to help support the Starlight Square program and the funds have been added to the City’s Chapter 90 allocation. (Traffic)
- **MA 911 Department - Public Safety Answering Position (PSAP) Support Grant (\$494,531).** Grant supports certain Emergency Communications dispatch personnel, overtime, and annual maintenance costs for software and other equipment. (Emergency Communications)
- **MA 911 Department - PSAP Training Grant (\$138,113).** Grant supports the cost of attending training courses, fees for conferences, and software maintenance expenditures. The grant will also reimburse overtime costs for dispatchers attending the trainings. (Emergency Communications)

COMMUNITY MAINTENANCE AND DEVELOPMENT

- **U.S. Department of Housing and Urban Development (HUD) Housing Opportunities for People with Aids (HOPWA) Grant (\$2,064,930; Federal Grant).** The funds will be used for assisted living programs and supportive services; shelter services, rental assistance and housing search services. (Community Development)

GRANTS

HUMAN RESOURCE DEVELOPMENT

- **Friends of the Community Learning Center (\$36,450).** The funds will be used to fund the classes, advising and coaching of the Bridge to College Program students. (Human Services)
- **Department of Elementary and Secondary Education (\$72,992).** which will be used to provide an integrated education and training program to adults in the Metro North area who want to start a career in the Information Technology field and work as Computer User Support Specialists and Help Desk Technicians. (Human Services)
- **Children's Trust Fund (\$55,125).** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Department of Elementary and Secondary Education (\$58,995).** The MA Department of Elementary & Secondary Education's Adult and Community Learning Services unit (through the Integrated Education Literacy/Civics Education) fund two training programs that offer Home Health Aide and Certified Nursing Assistant trainings to students who speak English as a Second Language (ESOL). In addition, the students have ESOL and math instruction contextualized in health care, as well as advising, job search, and job placement support. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$88,766).** 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, additional ESOL classes, and ESOL distance learning workshops. (Human Services)

Low-Income Fuel Assistance (\$1,111,122; Federal Grant). Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served over 1,450 households in Cambridge and Somerville during the 2019/2020 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)

- **MA Department of Elementary and Secondary Education (\$842,930).** 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) (\$102,008).** 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)

MA DHCD - Family Shelter & Services Program (\$498,600). Funding is for emergency shelter, case management, housing placement, and stabilization services for homeless families through the Cambridge YWCA. (Human Services)

- **Summer Food Program - Project Bread Grants (\$4,000).** These funds were awarded to the Summer Food Program by Project Bread and will be used to enhance promotion and outreach, support activities, and for program related supplies. (Human Services)
- **Summer Food Program – Massachusetts Department of Education (\$380,250).** This grant was used nutritious meals to Cambridge youth at the same 8 sites utilized by Cambridge Public Schools when the COVID-19 crisis began. Meals were served through September 4, 2020. The City is also funding dinner sites in conjunction with the Book Bike and Food for Free, (Humans Services)

GRANTS

- **STEAM – Museum of Science steam Initiative (\$34,000).** These funds were awarded to the STEAM Initiative from the Museum of Science and will be used to provide professional development training and to purchase STEAM related supplies for Early Childhood and Out of School Time educators around STEAM content. (Humans Services)
- **U.S. HUD – Emergency Solutions Grant (\$2,162,856; Federal Grant).** This grant program from HUD as an entitlement grant awarded to the City, and are authorized by the Coronavirus Aid Relief, and Economic Security (CARES) act. Funds will be used to prevent, prepare for, and respond to the coronavirus pandemic among individuals and families who are homeless and will support shelter operating costs and provision of essential services to homeless persons outside of a shelter. (Human Services)
- **U.S. HUD - Emergency Solutions Grant Program (\$236,500; Federal Grant).** This grant is funded by federal Emergency Solution Grant dollars that are distributed by DHCD through a competitive process. The grant funds the Support for Tenants at Risk homelessness prevention program based at the Multi-Service Center. Funds support a clinician based at Cambridge District Court, legal service providers who provide legal advice to tenants at risk of homelessness, and a mediation provider who assists tenants and landlords to make out-of-court settlements to preserve tenancies and prevent homelessness. (Human Services)
- **U.S. HUD - Fair Housing Assistance Grant (\$25,784; Federal Grant).** 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)

EDUCATION

For information about School Department grants, please refer to the Cambridge Public Schools' FY22 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 all of the relevant indices below 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 below national standards. The debt to be issued includes tax-supported bonds issued to finance several large construction projects and the School reconstruction program 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 of with the medians of all U.S. cities rated Aaa by Moody's Investors Service. As the chart indicates, the ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody's.

	Median	Massachusetts	Cambridge
Equalized Value Per Capita	\$225,356	\$371,577	\$533,989
Available Fund Balance as % of Operating Revenues	42.77%	21.18%	49.33%
Total Fund Balance as % of Revenues	37.06%	25.29%	50.32%
Net Direct Debt as % of Equalized Value	0.84%	1.04%	0.67%

Source: Moody's Investors Service Publicly Rated U.S. Local Government Medians Special Report (April 2021). Cambridge figures are from the 2020 Comprehensive Annual Financial Report. The most recent population figure of 118,927 is from the U.S. Department of Commerce Bureau of Census' estimation as of July 2019 Census Report.

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.

	FY18	FY19	FY20	FY21	FY22
Excess Levy Capacity (1)	\$181.5	\$189.4	\$190.4	\$187.2	\$170.7
General Fund Balance (2)	\$368.6	\$387.7	\$364.1	\$350.0	\$350.0
Free Cash (3)	\$231.7	\$246.6	\$209.8	\$150.0	\$150.0
Rapidity of Debt Retirement (4)	84.5%	83.6%	83.1%	85.1%	87.0%

- (1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY18-21 are actual amounts and FY22 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. FY21 and FY22 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 FY18-20 are actual amounts and those shown for FY21-22 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 c.44, §§ 54 and 55.

This policy statement reflects the long-term policy guidelines that have been used by the City's management team, which are now incorporated into the City's Annual Budget and Public Investment Program. 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.

INVESTMENT POLICY

C. Yield

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

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

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

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

INVESTMENT POLICY

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.

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

VI. INVESTMENT GUIDELINES

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

A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

- In term deposits or certificates of deposit in trust companies, national banks, savings banks, banking companies, or cooperative banks.
- In obligations issued or unconditionally guaranteed by the United States government or one of its agencies.
- In United States government securities or securities of United States government agencies.
- Money market mutual funds regulated by the Securities and Exchange Commission, 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.

INVESTMENT POLICY

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.

As part of the FY22 budget deliberations, the City Council requested to the City Manager that within six months of adoption of this budget, the investment committee provide recommendations on any revisions to the investment policies to ensure that all city-owned investments follow the City Council’s directive to avoid investments with or in institutions, companies or organizations invested in or funding fossil fuel endeavors or private prisons.

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,

INVESTMENT POLICY

market valuations, maturities, and commentary on economic conditions, shall be provided with each report.

VIII. PORTFOLIO VALUATION

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

IX. ADOPTION

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

Any investment held at the time of this policy's adoption that does not conform 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
\$63,505,735,500	\$341,061,587	0.54%

¹ The equalized value reflects full market value as of January 1, 2020.

² The net debt is as of June 30, 2020 (excludes debt retired during FY21).

- 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.

FY22 OPERATING EXPENDITURES	ANNUAL GROSS DEBT SERVICE	GROSS DEBT SERVICE TO OPERATING EXPENDITURES
\$748,220,690	\$82,039,870	10.96%

- 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.

FY22 OPERATING EXPENDITURES	ANNUAL NET DEBT SERVICE	NET DEBT SERVICE TO OPERATING EXPENDITURES
\$748,220,690	\$55,939,908	7.48%

- 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 \$5,000 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
118,927	\$341,061,587	\$2,867

³ The most recent population figure is from the July 2019 estimation from the U.S. 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, 2021, 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, 2020	\$63,505,735,500
DEBT LIMIT (5% OF EQUALIZED VALUATION)	\$3,175,286,775
Total Outstanding Debt as of June 30, 2021	\$486,589,894
Total Authorized / Unissued Debt as of June 30, 2021	\$354,874,500
TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT	\$841,464,394
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	\$841,464,394
Less: Outstanding Debt Plus Authorized / Unissued Outside the Debt Limit	\$0
DEBT SUBJECT TO THE DEBT LIMIT	\$841,464,394
Debt Limit (5% of Equalized Valuation)	\$3,175,286,775
REMAINING BORROWING CAPACITY UNDER DEBT LIMIT	\$2,333,822,381

COMPLIANCE

The City is in compliance with all debt policies.

DEBT MANAGEMENT POLICY

FY22 DEBT DISTRIBUTION

DEPT.	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$62,605,344	\$19,434,525	\$82,039,870
WATER	\$0	\$0	\$0
TOTAL	\$62,605,344	\$ 19,434,525	\$82,039,870

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

DEBT POSITION (BASED ON OUTSTANDING DEBT JUNE 30, 2021)

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
2021-2022	\$486,589,894	\$62,605,344	\$19,434,525	\$82,039,869
2022-2023	\$423,984,550	\$60,533,737	\$17,444,928	\$77,978,665
2023-2024	\$363,450,813	\$55,273,998	\$14,968,800	\$70,242,798
2024-2025	\$308,176,815	\$51,349,330	\$12,458,898	\$63,808,228
2025-2026	\$256,827,485	\$43,523,988	\$10,176,080	\$53,700,068
2026-2027	\$213,303,497	\$37,105,200	\$8,290,638	\$45,395,838
2027-2028	\$176,198,297	\$32,424,600	\$6,633,313	\$39,057,913
2028-2029	\$143,773,697	\$27,879,200	\$5,191,238	\$33,070,438
2029-2030	\$115,894,497	\$23,394,497	\$3,967,307	\$27,361,804
2030-2031	\$92,500,000	\$19,840,000	\$2,938,206	\$22,418,206
2031-2032	\$72,660,000	\$13,160,000	\$2,167,038	\$15,327,038
2032-2033	\$59,500,000	\$12,630,000	\$1,769,013	\$14,399,013
2033-2034	\$46,870,000	\$10,780,000	\$1,390,619	\$12,170,619
2034-2035	\$36,090,000	\$9,855,000	\$1,065,250	\$10,920,250
2035-2036	\$26,235,000	\$7,805,000	\$768,563	\$8,573,563
2036-2037	\$18,430,000	\$7,255,000	\$533,375	\$7,788,375
2037-2038	\$11,175,000	\$6,265,000	\$314,825	\$6,579,825
2038-2039	\$4,910,000	\$3,310,000	\$126,825	\$3,436,825
2039-2040	\$1,600,000	\$1,020,000	\$32,000	\$1,052,000
2040-2041	\$580,000	\$580,000	\$11,600	\$591,600

DEBT MANAGEMENT POLICY

USE OF DEBT

The following table summarizes bond issues that are still partially 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 87% rapidity of retirement rate. More information is available on page III-15.

Year Issued	City Facility (incl. schools)	Streets & Sidewalks	Water & Sewer	Open Space	Vehicles & Equipment
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	\$12,535,000	\$3,300,000	\$30,433,572	\$1,300,000	
FY13	\$38,070,000	\$3,000,000	\$21,405,000	\$1,540,000	\$1,245,000
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	\$31,890,000	\$5,140,000	\$21,045,000	\$470,000	
FY18	\$65,266,000	\$3,520,000	\$17,584,350	\$925,000	
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		

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 capital projects.

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.

	General Fund			Water Fund			CAPITAL FUND			TOTAL	
	FY20 Actual	FY21 Projected	FY22 Proposed Budget	FY20 Actual	FY21 Projected	FY22 Proposed Budget	FY20 Actual	FY21 Projected	FY22 Proposed Budget	FY20 Actual	FY21 Projected
Revenues											
Taxes	\$479,432,830	\$500,727,730	\$540,083,115	\$0	\$0	\$0	\$8,625,000	\$13,825,000	\$15,725,000	\$488,057,830	\$514,552,730
Charges For Services	\$75,026,440	\$73,886,645	\$76,228,180	\$16,977,440	\$13,173,525	\$13,741,565	\$8,222,330	\$10,377,330	\$7,573,000	\$100,226,210	\$97,437,500
Licenses and Permits	\$41,764,660	\$46,608,765	\$27,483,425	\$0	\$0	\$0	\$5,234,925	\$5,421,630	\$5,812,155	\$46,999,585	\$52,030,395
Fines & Forfeits	\$7,962,710	\$7,432,320	\$8,509,000	\$0	\$0	\$0	\$0	\$0	\$0	\$7,962,710	\$7,432,320
Intergov. Revenue	\$51,649,345	\$53,026,270	\$55,334,540	\$0	\$0	\$0	\$4,714,470	\$4,453,730	\$4,255,710	\$56,363,815	\$57,480,000
Miscellaneous Revenue	\$29,628,610	\$25,569,945	\$26,840,865	\$0	\$0	\$0	\$0	\$1,908,250	\$3,445,000	\$29,628,610	\$27,478,195
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$45,695,000	\$70,555,000	\$45,300,000	\$45,695,000	\$70,555,000
Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$1,800,000	\$0	\$1,000,000
Total Revenues	\$685,464,595	\$707,251,675	\$734,479,125	\$16,977,440	\$13,173,525	\$13,741,565	\$72,491,725	\$107,540,940	\$83,910,865	\$774,933,760	\$827,966,140
Expenditures By Function											
General Gov.	\$51,761,560	\$82,069,520	\$70,100,260	\$0	\$0	\$0	\$7,750,673	\$7,406,481	\$1,660,000	\$59,512,233	\$89,476,001
Public Safety	\$143,549,315	\$149,776,040	\$161,459,265	\$0	\$0	\$0	\$6,385,440	\$15,315,122	\$1,545,000	\$149,934,755	\$165,091,162
Community Maintenance and Development	\$132,973,630	\$145,795,680	\$152,074,555	\$12,159,415	\$12,327,580	\$13,016,825	\$117,735,471	\$114,405,066	\$78,702,865	\$262,868,516	\$272,528,326
Human Resources and Development	\$48,942,665	\$48,831,760	\$64,208,355	\$0	\$0	\$0	\$2,550,950	\$5,061,754	\$203,000	\$51,493,615	\$53,893,514
Education	\$201,770,255	\$216,991,925	\$223,718,190	\$0	\$0	\$0	\$44,101,398	\$33,431,913	\$1,800,000	\$245,871,653	\$250,423,838
Intergov.	\$60,242,580	\$61,895,820	\$63,643,240	\$0	\$0	\$0	\$0	\$0	\$0	\$60,242,580	\$61,895,820
Total Expenditures	\$639,240,005	\$705,360,745	\$735,203,865	\$12,159,415	\$12,327,580	\$13,016,825	\$178,523,930	\$175,620,335	\$83,910,865	\$829,923,350	\$893,308,660
Change in Fund Balance	\$46,224,590	\$1,890,930	(\$724,740)	\$4,818,025	\$122,660	\$724,740	\$0	\$0	\$0	\$0	\$0

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.

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 FY22, \$8.5 million will be used to cover debt service costs. The FY22 estimated ending Fund Balance is \$40.0 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 FY22 is projected to be \$13.8 million. The FY22 estimated ending Fund Balance is \$35.7 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 FY22 estimated ending Fund Balance is \$2.0 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.

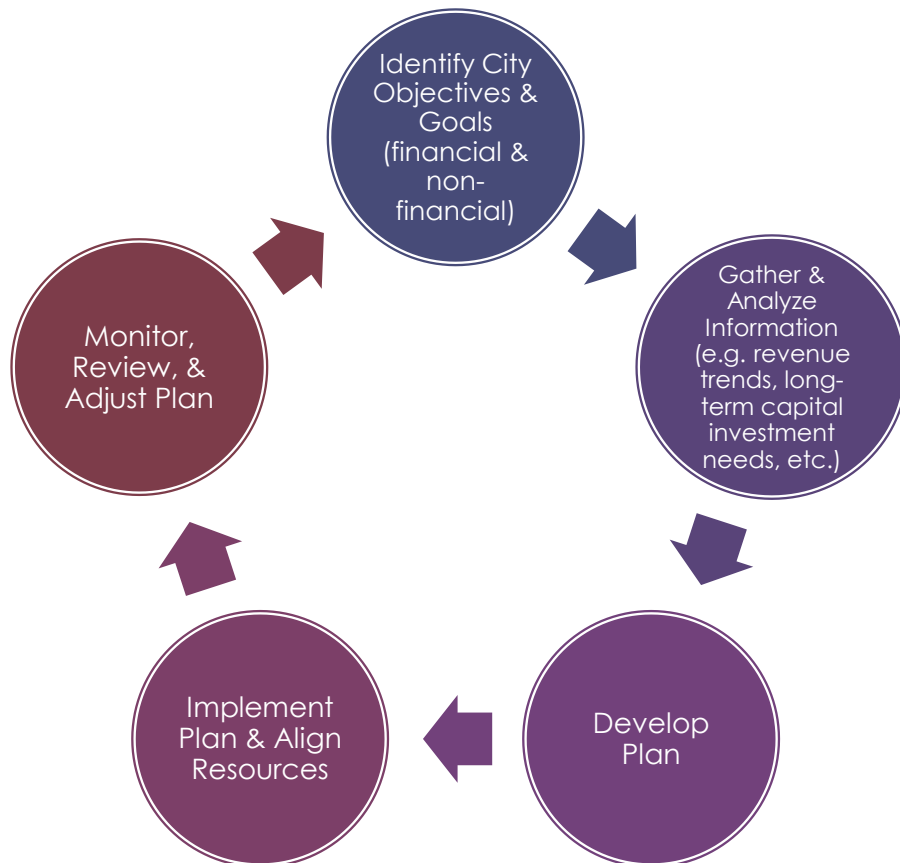
FY22 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
REVENUES				
TAXES	\$540,083,115	\$0	\$15,725,000	\$555,808,115
CHARGES FOR SERVICES	\$76,228,180	\$13,741,565	\$7,573,000	\$97,542,745
LICENSES & PERMITS	\$27,483,425	\$0	\$5,812,155	\$33,295,580
FINES & FORFEITS	\$8,509,000	\$0	\$0	\$8,509,000
INTERGOVERNMENTAL REVENUE	\$55,334,540	\$0	\$4,255,710	\$59,590,250
MISCELLANEOUS REVENUE	\$26,840,865	\$0	\$3,445,000	\$30,285,865
BOND PROCEEDS	\$0	\$0	\$45,300,000	\$45,300,000
FUND BALANCE	\$0	\$0	\$1,800,000	\$1,800,000
TOTAL REVENUES	\$734,479,125	\$13,741,565	\$83,910,865	\$832,131,555
EXPENDITURES BY FUNCTION				
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$152,074,555	\$13,016,825	\$78,702,865	\$243,794,245
EDUCATION	\$223,718,190	\$0	\$1,800,000	\$225,518,190
GENERAL GOVERNMENT	\$70,100,260	\$0	\$1,660,000	\$71,760,260
HUMAN RESOURCE DEVELOPMENT	\$64,208,355	\$0	\$203,000	\$64,411,355
INTERGOVERNMENTAL	\$63,643,240	\$0	\$0	\$63,643,240
PUBLIC SAFETY	\$161,459,265	\$0	\$1,545,000	\$163,004,265
TOTAL EXPENDITURES	\$735,203,865	\$13,016,825	\$83,910,865	\$832,131,555
EXPENDITURES BY CATEGORY				
SALARIES & WAGES	\$477,106,550	\$8,460,050	\$0	\$485,566,600
OTHER ORDINARY MAINTENANCE	\$168,750,640	\$4,295,195	\$0	\$173,045,835
TRAVEL & TRAINING	\$4,645,780	\$86,580	\$0	\$4,732,360
EXTRAORDINARY EXPENDITURES	\$84,700,895	\$175,000	\$0	\$84,875,895
CAPITAL OUTLAY	\$0	\$0	\$83,910,865	\$83,910,865
TOTAL EXPENDITURES	\$735,203,865	\$13,016,825	\$83,910,865	\$832,131,555
NET TRANSFERS	\$724,740	(\$724,740)	\$0	\$0
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$0	\$0	\$0	\$0
ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2019	\$225,659,635	\$15,132,817	\$0	\$240,792,452
ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2020	\$225,659,635	\$15,132,817	\$0	\$240,792,452
ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES	31%	116%	0%	29%

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) equals the FY21 Recap Cherry Sheet balance plus \$798,000, which is the increased Chapter 70 aid per the Governor's Budget Estimated FY22 Cherry Sheet.
3. Transfers from the Health Claims Trust Fund will be \$13,750,000 in FY22.
4. Transfers from the Debt Stabilization Fund are \$8,500,000 in FY22, \$10,000,000 in FY23, \$10,000,000 in FY24, and \$14,000,000 in FY25-26 Amounts are based on projected bond schedule.
5. Property tax percentage increases are projected at 8.95% in FY22, 7.91% in FY23, 6.99% in FY24, 6.15% in FY25, and 6.15% in FY26.

ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY22	7/1/2020	1.50%	1.50%
FY23	7/1/2021	2.50%	2.50%
FY24	7/1/2022	2.50%	2.50%
FY25	7/1/2023	2.50%	2.50%
FY26	7/1/2024	2.50%	2.50%

2. Health insurance costs increase 3.0% in FY22 and 7% in FY23-25.
3. Dental insurance costs increase 0% in FY22 and 2.5% from FY23-FY25.
4. Contributory pensions increase by 12.10%, plus \$300,000 annually.
5. OPEB contribution is \$2,000,000 annually.
6. Other Ordinary Maintenance expenses increase by 4% annually.
7. Travel & Training expenses remain constant based on FY22.
8. Extraordinary Expenditures remain constant based on FY22.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 3.5% in FY22 and thereafter.
11. Cherry Sheet assessment remains level funded annually based on FY21.
12. Pay-As-You-Go Capital is \$15,725,000 in FY22, \$16,603,000 in FY23, \$16,383,000 in FY24, \$16,383,000 in FY25 and \$16,383,000 in FY26.

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.

	FY22 PROPOSED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED	FY26 PROJECTED
REVENUES					
Charges for Services	\$89,969,745	\$96,513,026	\$100,699,589	\$107,168,321	\$113,417,375
Fines & Forfeits	\$8,509,000	\$7,989,475	\$7,989,475	\$7,989,475	\$7,989,475
Intergovernmental Revenue	\$55,334,540	\$57,595,551	\$58,905,838	\$60,393,653	\$63,893,653
Licenses & Permits	\$27,483,425	\$25,738,570	\$25,738,570	\$25,738,570	\$25,738,570
Miscellaneous Revenue	\$26,840,865	\$28,166,420	\$28,856,420	\$33,634,420	\$35,136,420
Taxes	\$555,808,115	\$596,607,737	\$638,785,510	\$677,905,505	\$701,399,723
TOTAL REVENUES	\$763,945,690	\$812,610,779	\$860,975,402	\$912,829,944	\$947,575,216
EXPENDITURES BY CATEGORY					
Salary & Wages	\$485,566,600	\$511,237,382	\$537,578,972	\$565,724,168	\$579,867,272
Other Ordinary Maintenance	\$173,045,835	\$181,189,480	\$188,741,262	\$196,600,574	\$204,464,597
Travel & Training	\$4,732,360	\$4,732,360	\$4,732,360	\$4,732,360	\$4,732,360
Extraordinary Expenditures	\$100,600,895	\$115,451,557	\$129,922,808	\$145,772,842	\$158,510,987
TOTAL EXPENDITURES	\$763,945,690	\$812,610,779	\$860,975,402	\$912,829,944	\$947,575,216
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES					
	\$0	\$0	\$0	\$0	\$0

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

LONG-TERM UNFUNDED LIABILITIES

As of January 1, 2020, the City's share of the Cambridge Retirement Board had an unfunded actuarial accrued liability of \$239.8 million and a funding ratio of 85.81%. The City's proportionate share of the liability is \$183.6 million as of June 30, 2020. The City will make a contribution of \$50.6 million in FY22 and is on track to have the pension fully funded by 2026.

The City will make its annual \$2 million payment to the OEPB trust fund in FY22. As of December 31, 2020, the OPEB asset valuation is \$24.7 million. The actuarial net OPEB liability was \$713.2 million as of June 30, 2019. 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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