

SECTION II

CITY OVERVIEW

GUIDE TO THE BUDGET

The FY26 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 features major changes and budget highlights included in the FY26 budget. Additionally, there is an important message highlighting the efforts of the Cambridge Antiracism, Diversity, Equity, and Inclusion Initiative (ADEI) in departments. 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 City departments. 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 count of all full-time budgeted positions for FY24-26.
- III. **Financial Summaries:** This section includes summaries of the FY26 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. This section also includes a list of the City Council’s goals and corresponding icons.
- 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.
- 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).

OPERATING BUDGET – DEPARTMENT AND DIVISION OVERVIEW

FINANCE

1

DEPARTMENT OVERVIEW

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, 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, while providing financial resources for a robust level of services and an ambitious capital plan for the community.

The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY24 Certified Free Cash balance of \$233.2 million, which demonstrates the value of longstanding fiscal policies and management. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. In FY26, the Department will continue to implement strategies to enhance the financial position of the City while recognizing challenges associated with a changing commercial environment and slower growth in assessed values, which can impact financial flexibility.

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 Divisions

- Administration
- Assessing
- Auditing
- Budget
- General Services
- Information Technology
- Purchasing
- Revenue & Treasury

2

3

FINANCE DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY24 ACTUAL	FY25 PROJECTED	FY26 BUDGET
CHARGES FOR SERVICES	\$506,200	\$520,000	\$520,000
INTERGOVERNMENTAL REVENUE	\$551,525	\$649,660	\$146,245
MISCELLANEOUS REVENUE	\$16,167,600	\$4,586,400	\$5,600,000
TAXES	\$26,376,410	\$20,343,785	\$16,008,770
TOTAL BUDGETED REVENUE	\$43,601,735	\$26,099,845	\$22,275,015
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$15,366,070	\$16,705,030	\$12,529,925
OTHER ORDINARY MAINTENANCE	\$7,661,880	\$8,333,705	\$9,533,015
TRAVEL & TRAINING	\$100,080	\$148,775	\$149,275
EXTRAORDINARY EXPENDITURES	\$62,170	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$23,190,200	\$25,250,310	\$22,275,015
FULL-TIME BUDGETED EMPLOYEES	87	92	99
ADJUSTED EXPENDITURES BY STATUTORY CATEGORY	ADJUSTED FY24 ACTUAL	ADJUSTED FY25 PROJECTED	FY26 BUDGET
SALARIES & WAGES	\$10,544,065	\$11,375,460	\$12,529,925
OTHER ORDINARY MAINTENANCE	\$1,339,905	\$1,560,950	\$1,746,650
TRAVEL & TRAINING	\$65,475	\$59,230	\$84,430
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$11,949,445	\$12,995,640	\$14,361,005

4

1

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

2

The division list reflects the organization of a department's budget, showing each division in order. It is omitted for departments with only one division.

3

This financial table displays the revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY24 actual), current fiscal year (FY25 projected), and budgeted fiscal year (FY26 budget). Personnel counts do not include part-time employees or grant-funded positions.

4

Beginning in FY26, health insurance and pensions will be centrally budgeted within the Employee Benefits Department rather than individual departments. This additional table shows expenditures for FY24 and FY25 adjusted as though benefits were removed to allow for a more direct comparison. This table excludes budgeted revenues. See page I-20 for more information.

OPERATING BUDGET – DEPARTMENT AND DIVISION OVERVIEW

FINANCE - BUDGET

1

2

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 provides City departments, the City Council, residents, and other stakeholders with research, analysis, and support on budget procedures and other fiscal matters including setting and communicating the tax, sewer, and water rates; leading the Community Preservation Act (CPA) process; bond sales and debt planning; and facilitating Participatory Budgeting (PB).



Poll workers at the Rindge Ave. Upper School during the PB11 vote

3

Budget Office priorities for FY26 include:

- Continuing to work with fiscal staff, the City Manager's Office, and departments to monitor budgeted expenditures and revenues and adherence to City fiscal policies.
- Continue to prepare, update, and analyze fiscal projections in order to ensure that the City maintains the fiscal strength and stability necessary to support and expand key community programs and initiatives.
- Implementing new budget development software, which will be used to develop the FY27 budget.

4

FY26 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.

5

Obj.	PERFORMANCE MEASURES	FY24 ACTUAL	FY25 PROJECTED	FY26 TARGET
2	Number of Cambridge residents aged 12 and older who voted in PB	10,522	10,110	11,000

6

BUDGET DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY24 ACTUAL	FY25 PROJECTED	FY26 BUDGET
SALARIES & WAGES	\$763,690	\$897,955	\$686,665
OTHER ORDINARY MAINTENANCE	\$122,520	\$119,015	\$137,750
TRAVEL & TRAINING	\$560	\$5,100	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$886,770	\$1,022,070	\$829,515
FULL-TIME BUDGETED EMPLOYEES	4	5	5

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 FY26.

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

Some divisions include images to provide further context for their work.

4

This section presents the division's objectives for FY26. Objectives that relate to City Council goals are indicated by the goal icons to the left of the objectives. Please see Section III 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.

PUBLIC INVESTMENT BUDGET – PROJECT PAGES

GENERAL GOVERNMENT

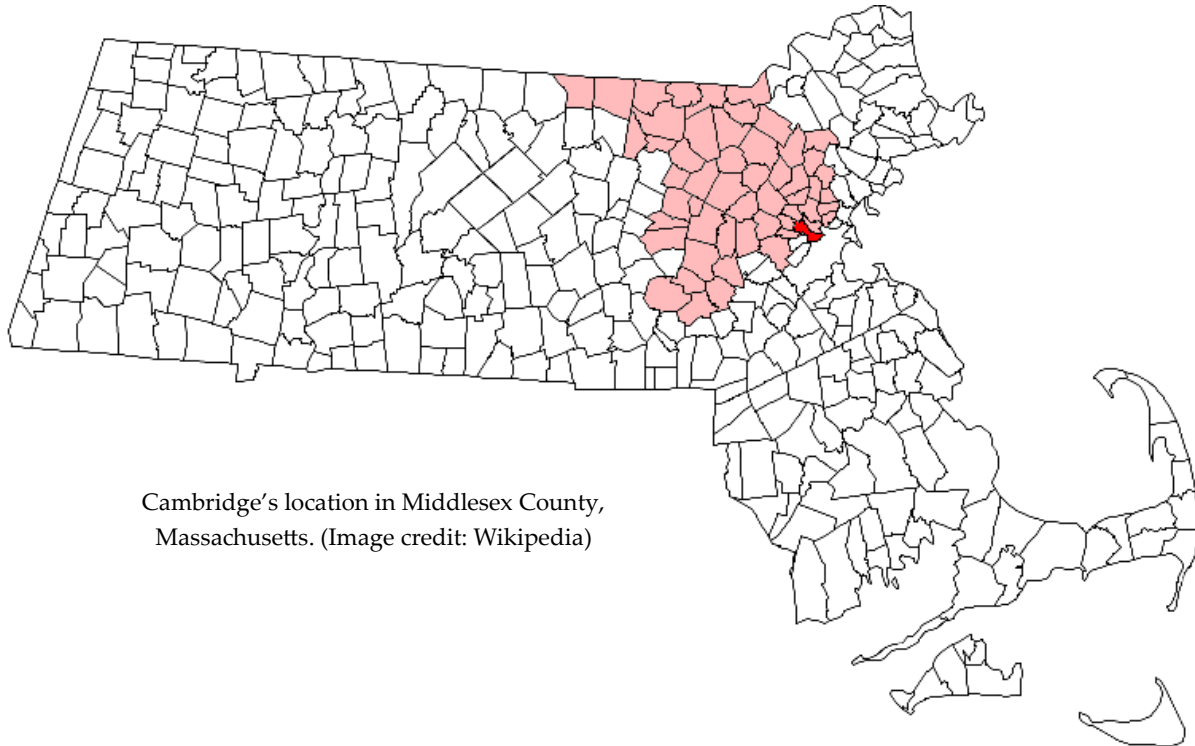
1

FINANCE: PARTICIPATORY BUDGETING

FY26 PROJECT DESCRIPTION						CITY COUNCIL GOALS
More than 10,100 Cambridge residents age 12 and older voted in the City's eleventh Participatory Budgeting (PB) vote in March 2025. Over 1,300 project ideas were submitted and \$1,060,000 in FY26 funds will be allocated to the seven winning projects. The winning projects are as follows: Improve Parks with Shade Structures and Seating (\$250,000), Build a Pollinator Garden in a City Park (\$75,000), Funding for High School Clubs (\$150,000), Slower Speeds for Safer Streets (\$250,000), Mobile Center for Hard-to-Recycle Items (\$75,000), Welcome Baby Boxes for New Parents (\$60,000), Electric Vehicle Chargers (\$200,000). More project details can be found online at pb.cambridgema.gov.						 
IMPACT ON OPERATING BUDGET						
The Budget Office's operating budget includes funds to support PB implementation costs (salaries, outreach materials, mailings, T-shirts, food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc.).						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY26	FY27	FY28	FY29	FY30	TOTAL
Property Taxes	\$1,060,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,060,000
GRAND TOTAL	\$1,060,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,060,000
FY27-FY30 FUNDING						
The City plans to continue investing in community engagement through Participatory Budgeting through FY30.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			The City has allocated more than \$9.5 million to 72 PB capital projects between FY16-FY25. 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.			

- 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.
- This section describes the work that will be done with FY26 capital funds.
- Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section III for a list of City Council goals and corresponding icons.
- This section describes how the project will financially impact the operating budget (if at all).
- The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- This section describes how future funding allocations will be used.
- Projects include an image to provide further context for the work that will be done.
- 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 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 to the west and the Town of Arlington and the City of Somerville to the north. The 2023 American Community Survey reported 118,208 residents in Cambridge.

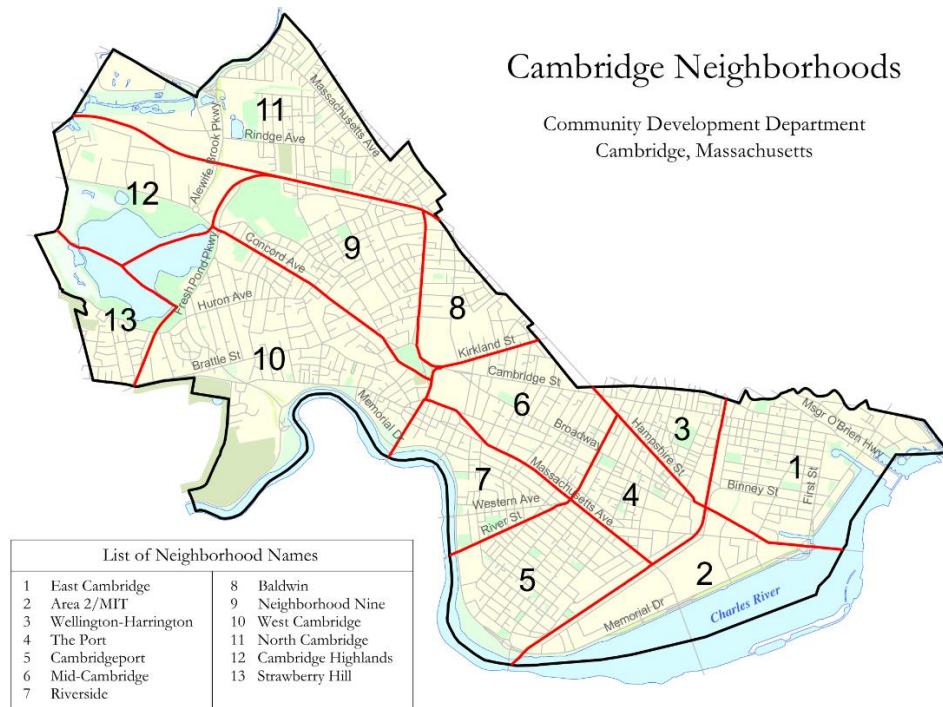
Originally inhabited by the Algonquin Native American tribe, which had largely vacated the area years earlier, the region which now includes Cambridge was settled by Europeans from the Massachusetts Bay Company in 1630. Cambridge was founded as Newtowne in 1630 and served as the capital of Massachusetts 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.

CITY OF CAMBRIDGE PROFILE

DEMOGRAPHIC SUMMARY

- Cambridge residents live closely together; only 8 U.S. cities with a population of 50,000 or more are more densely populated. (Source: U.S. Census Bureau)
- 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: 2019-23 American Community Survey (ACS))

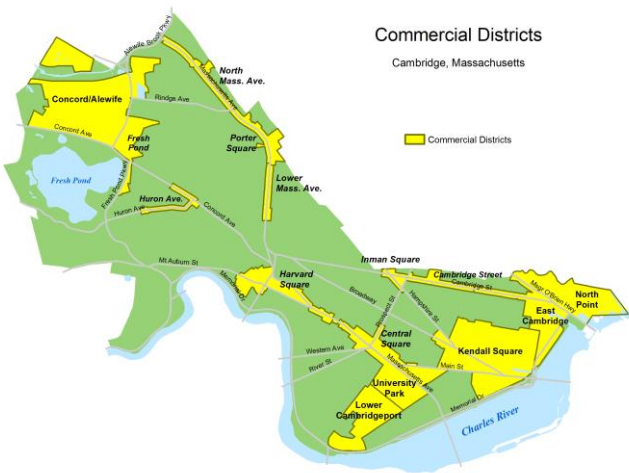


- Cambridge is a city of thirteen neighborhoods, ranging in population from 1,731 (Cambridge Highlands) to 15,586 (North Cambridge). (Source: 2019-23 ACS)
- 29% of residents are foreign born. Of those, 47% were born in Asia, 21% were born in Europe, and 18% were born in Latin America and the Caribbean. (Source: 2019-23 ACS)
- 34% of residents speak a language other than English at home. Of these, 19% speak Spanish, 35% speak another Indo-European language, and 34% speak an Asian language. The remainder use a wide variety of languages. (Source: 2019-23 ACS)
- Cambridge is a city of renters. 66% of all households rent; 34% own. (Source: 2019-23 ACS)
- Cambridge residents have a median household income of \$126,469 and a median family income of \$167,993. (Source: 2019-23 ACS)
- The Census recorded 49,592 households in the most recent five-year ACS. Of these, 37% are single person households (one of the largest proportions in Massachusetts); 40% are family households; 10% include unmarried partners, and 13% are roommate households. (Source: 2019-23 ACS)
- An estimated 19,680 families reside in Cambridge; 43% are families with children under 18. (Source: 2019-23 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: 2019-23 ACS)

CITY OF CAMBRIDGE PROFILE

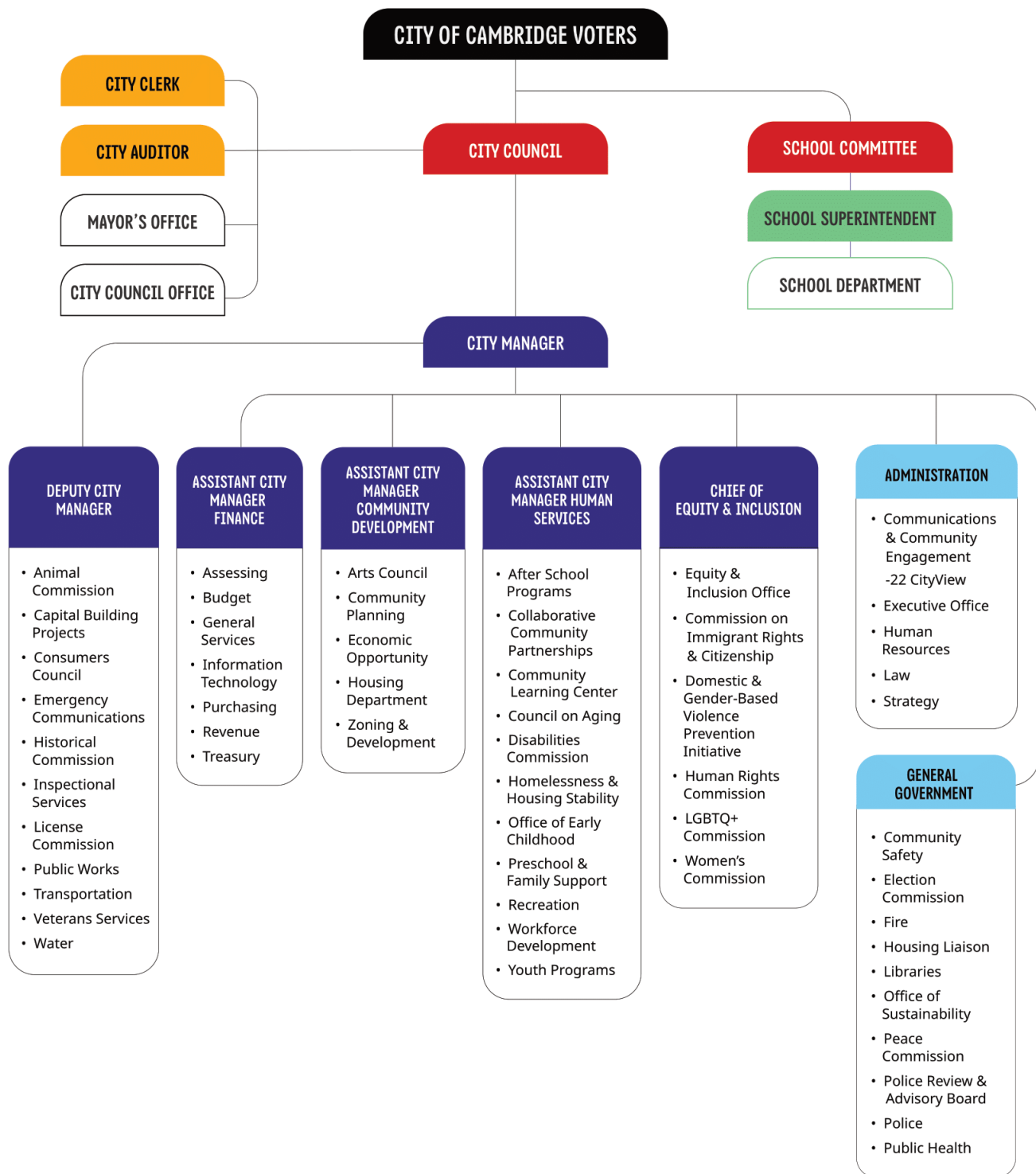
ECONOMIC SUMMARY (SOURCE: CDD)

- The City’s 2023 per capita personal income of \$100,534 is equivalent to the Boston metro area average and higher than the Massachusetts and U.S. averages (Source: US Bureau of Economic Analysis, 2024).
- 2024 Quarter 2 employment totaled 151,278 jobs, with private sector employment comprising 95.2% of total jobs. (Source: MA Dept. of Economic Research, 2024)
- Cambridge's February 2025 unadjusted unemployment rate was 3.6%. The rate remains lower than those of the Boston Primary Metropolitan Statistical Area, Massachusetts, and United States. (Source: MA Dept. of Economic Research, 2025)
- Cambridge continues to maintain a high job to resident ratio, with 1.3 jobs for each resident. (Source: CDD, 2025)
- Professional and business services lead the way among employment sectors, followed by education and health services. (Source: MA Dept. of Economic Research, 2025)
- The higher education sector continues to drive the job market, led by Harvard University and MIT, who employ nearly 23,000 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, 2024)
- Cambridge continues to maintain and strengthen its position as a national leader in the life sciences and high tech. As of 2024, over 400 firms in different aspects of the industry are headquartered or have facilities in Cambridge. Many of the largest biotechnology companies in the world have a major presence in Cambridge, and either have their headquarters or major regional or national offices here, including Takeda, Sanofi, Biogen, Novartis, Moderna, Alnylam, and Pfizer. (Source: CDD, 2024)
- 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, 2024)



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



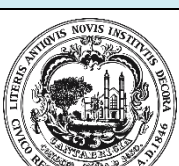
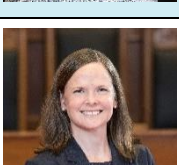
DEPARTMENT DIRECTORY

ANIMAL COMMISSION		Director: Christina Correia Address: 344 Broadway, 1st Floor Phone: (617) 349-4376 Email: animalcommission@cambridgema.gov Website: https://www.cambridgema.gov/animal
ARTS COUNCIL		Executive Director: Jason Weeks Address: 344 Broadway, 2nd Floor Phone: (617) 349-4380 Email: cambridgearts@cambridgema.gov Website: https://www.cambridgema.gov/arts
ASSESSING		Director: Gayle Willet Address: 795 Massachusetts Avenue, Ground Floor Phone: (617) 349-4343 Email: assessors@cambridgema.gov Website: https://www.cambridgema.gov/assess
AUDITING		City Auditor: Joseph McCann Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4240 Email: jmccann@cambridgema.gov Website: https://www.cambridgema.gov/audit
BUDGET OFFICE		Director: Taha Jennings Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4268 Email: tjennings@cambridgema.gov Website: https://www.cambridgema.gov/budget
CAPITAL BUILDING PROJECTS		Director: Brendon Roy Address: 186 Alewife Brook Parkway, Suite 214 Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: https://www.cambridgema.gov/cmanager
CITY CLERK		City Clerk: Diane LeBlanc Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4260 Email: clerk@cambridgema.gov Website: https://www.cambridgema.gov/cityclerk
CITY COUNCIL		Executive Assistant to the City Council: Naomie Stephen Address: 795 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4280 Email: council@cambridgema.gov Website: https://www.cambridgema.gov/ccouncil
CITY MANAGER'S OFFICE		City Manager: Yi-An Huang Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: https://www.cambridgema.gov/cmanager

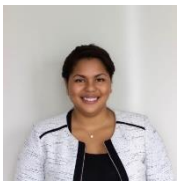
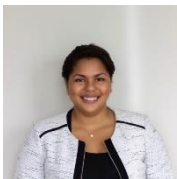
DEPARTMENT DIRECTORY

CITY MANAGER'S OFFICE		Deputy City Manager: Owen O'Riordan Address: 795 Massachusetts Avenue, 1 st Floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: https://www.cambridgema.gov/cmanager
COMMUNICATIONS OFFICE		Director of Strategic Planning & Communications: Lee Gianetti Address: 795 Massachusetts Avenue, 1 st Floor Phone: (617) 349-3317 Email: lgianetti@cambridgema.gov Website: https://www.cambridgema.gov/pio
COMMUNITY DEVELOPMENT DEPARTMENT		Acting Assistant City Manager for Community Development: Melissa Peters Address: 344 Broadway, 3 rd Floor Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: https://www.cambridgema.gov/CDD
COMMUNITY SAFETY		Director: Liz Speakman Address: 689 Massachusetts Avenue Phone: (617) 349-3290 Email: espeakman@cambridgema.gov Website: cambridgesafety.org
ELECTION COMMISSION		Executive Director: Tanya Ford Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4361 Email: elections@cambridgema.gov Website: https://www.cambridgema.gov/election
EMERGENCY COMMUNICATIONS		Director: Christina Giacobbe Address: 125 Sixth Street Phone: (617) 349-6911 Email: ecadminrequests@cambridge911.org Website: https://www.cambridgema.gov/ec1
FINANCE DEPARTMENT		Assistant City Manager for Fiscal Affairs: Claire Spinner Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: https://www.cambridgema.gov/finance
FIRE		Acting Fire Chief: Thomas Cahill Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: https://www.cambridgema.gov/cfd

DEPARTMENT DIRECTORY

HISTORICAL COMMISSION		Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: https://www.cambridgema.gov/historic
HOUSING		Director: Chris Cotter Address: 344 Broadway Phone: (617) 349-4634 Email: ccotter@cambridgema.gov Website: https://www.cambridgema.gov/CDD
HUMAN RESOURCES		Chief People Officer: Rae Catchings Address: 689 Massachusetts Avenue Phone: (617) 349-4332 Email: rcatchings@cambridgema.gov Website: https://www.cambridgema.gov/personnel
HUMAN RIGHTS COMMISSION		Executive Director: Carolina Almonte, Esq. Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4396 Email: hrc@cambridgema.gov Website: https://www.cambridgema.gov/hrc
HUMAN SERVICE PROGRAMS		Assistant City Manager for Human Services: Ellen Semonoff Address: 51 Inman Street, 3rd Floor Phone: (617) 349-6200 Email: askdhsp@cambridgema.gov Website: https://www.cambridgema.gov/dhsp
INFORMATION TECHNOLOGY DEPARTMENT		Chief Information Officer: Vacant Address: 831 Massachusetts Avenue, 2nd Floor Phone: 617-349-9190 Email: treasurer@cambridgema.gov Website: https://www.cambridgema.gov/itd
INSPECTIONAL SERVICES		Commissioner: Peter McLaughlin Address: 831 Massachusetts Avenue, 1st Floor Phone: (617) 349-6100 Email: inspectionalservices@cambridgema.gov Website: https://www.cambridgema.gov/inspection
LAW DEPARTMENT		City Solicitor: Megan Bayer Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4121 Email: mbayer@cambridgema.gov Website: https://www.cambridgema.gov/law
LIBRARY		Director: Maria McCauley Address: 449 Broadway Phone: (617) 349-4040 Email: mmcauley@cambridgema.gov Website: https://www.cambridgema.gov/cpl

DEPARTMENT DIRECTORY

LICENSE COMMISSION		Chairperson: Nicole Murati Ferrer Address: 831 Massachusetts Avenue, 1st Floor Phone: (617) 349-6140 Email: license@cambridgema.gov Website: https://www.cambridgema.gov/license
MAYOR'S OFFICE		Mayor: E. Denise Simmons Address: 795 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4321 Email: dsimmons@cambridgema.gov Website: https://www.cambridgema.gov/mayor
OFFICE OF EQUITY AND INCLUSION		Chief of Equity and Inclusion: Deidre Brown Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4331 Email: dbrown@cambridgema.gov Website: https://www.cambridgema.gov/aff
OFFICE OF SUSTAINABILITY		Chief of Climate: Julie Wormser Address: 344 Broadway Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: www.cambridgema.gov/CDD
PEACE COMMISSION		Interim Executive Director: Carolina Almonte, Esq. Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4694 Email: peace@cambridgema.gov Website: https://www.cambridgema.gov/peace
POLICE		Commissioner: Christine Elow Address: 125 Sixth Street Phone: (617) 349-3300 Email: pio@cambridgepolice.org Website: https://www.cambridgema.gov/cpd
POLICE REVIEW & ADVISORY BOARD		Interim Executive Secretary: Carolina Almonte, Esq. Address: 51 Inman Street, 2nd Floor Phone: (617) 349-6155 Email: prab@cambridgema.gov Website: https://www.cambridgema.gov/prab
PUBLIC WORKS		Commissioner: Katherine Watkins Address: 147 Hampshire Street Phone: (617) 349-4800 Email: theworks@cambridgema.gov Website: https://www.cambridgema.gov/theworks
PURCHASING		Director: Elizabeth Unger Address: 5 Bigelow Street Phone: (617) 349-4310 Email: eunger@cambridgema.gov Website: https://www.cambridgema.gov/purchasing

DEPARTMENT DIRECTORY

SCHOOL DEPARTMENT		Acting Superintendent: David Murphy Address: 135 Berkshire Street Phone: (617) 349-6400 Email: dmurphy@cpsd.us Website: https://www.cpsd.us
TRANSPORTATION		Commissioner of Transportation: Brooke McKenna Address: 344 Broadway Street, 2nd Floor Phone: (617) 349-4700 Email: tpt@cambridgema.gov Website: https://www.cambridgema.gov/traffic
TREASURY/REVENUE		Assistant Finance Director: Michele Kincaid Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: https://www.cambridgema.gov/finance
VETERANS SERVICES		Acting Director: Cynthia Shelton Harris Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4760 Email: veterans@cambridgema.gov Website: https://www.cambridgema.gov/vet
WATER DEPARTMENT		Managing Director: Mark Gallagher Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: cwd@cambridgema.gov Website: https://www.cambridgema.gov/water
WOMEN'S COMMISSION		Executive Director: Kimberly Sansoucy Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4697 Email: ksansoucy@cambridgema.gov Website: https://www.cambridgewomenscommission.org
22-CITYVIEW		Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617) 348-4296 Email: clindsay@cambridgema.gov Website: https://www.cambridgema.gov/22cityview

BENCHMARKS – GENERAL GOVERNMENT

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

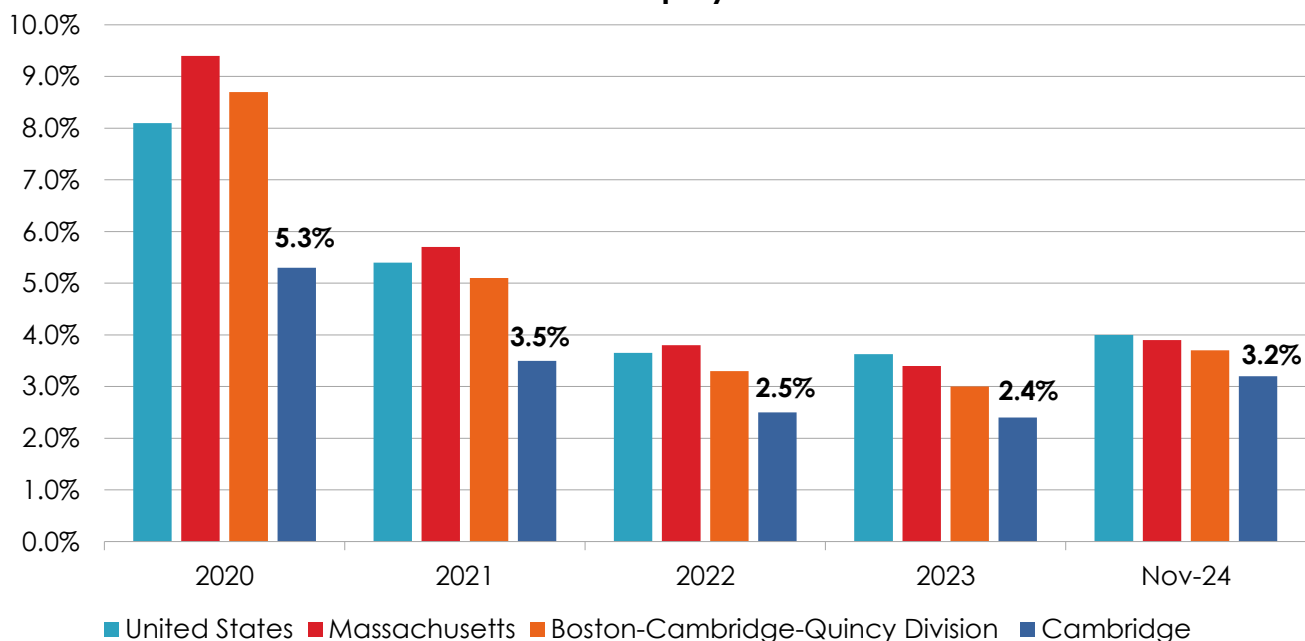
PER CAPITA PERSONAL INCOME¹

	2019	2020	2021	2022	2023	AVERAGE
United States	\$66,434	\$69,758	\$72,550	\$68,977	\$69,810	\$69,506
Massachusetts	\$86,540	\$91,364	\$94,323	\$89,756	\$90,596	\$90,516
Boston MSA ²	\$95,757	\$99,920	\$104,381	\$99,883	\$100,880	\$100,164
Cambridge³	\$95,825	\$99,731	\$104,505	\$99,607	\$100,534	\$100,040
Cambridge as % of MA	110.7%	109.2%	110.8%	111.0%	111.0%	111.0%
Cambridge as % of USA	144.2%	143.0%	144.0%	144.4%	144.0%	144.0%

1. All dollar amounts are adjusted to 2023 dollars using the Consumer Price Index Research Series Using Current Methods.
2. Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area.
3. Cambridge-Newton-Framingham, MA Metropolitan Division of the Boston-Cambridge-Quincy, MA-NH Metropolitan Statistical Area.

Source: US Department of Commerce, Bureau of Economic Analysis 2024.

Annual Unemployment Rates



Note: All rates are seasonally unadjusted. All rates are subject to annual updates. Source: Mass Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data, 2024.

BENCHMARKS – GENERAL GOVERNMENT

PERCENTAGE DISTRIBUTION OF JOBS BY SECTOR

SECTOR	2022		2023	
Other Goods Producing	3	0.0%	2	0.0%
Construction	763	0.5%	761	0.5%
Manufacturing	2,576	1.7%	2,624	1.7%
Trade, Transportation & Utilities	9,539	6.4%	8,241	5.4%
Information	9,676	6.5%	11,304	7.4%
Financial Activities	4,541	3.0%	3,960	2.6%
Professional and Business Services	63,918	42.8%	64,874	42.7%
Education and Health Services	40,443	27.1%	41,292	27.2%
Leisure and Hospitality	8,978	6.0%	9,646	6.3%
Other Services	2,077	1.4%	2,077	1.4%
Government	6,912	4.6%	7,178	4.7%
TOTAL	149,426	100.0%	151,959	100.0%

Source: MA Executive Office of Labor and Workforce Development, 2024.

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS – DECEMBER 2024¹

	Harvard University	13,630	Higher Education	13,299	
	Massachusetts Institute of Technology	9,301	Higher Education	9,043	
	Cambridge Innovation Center ²	5,011	Start Up Incubator	3,883	
	City of Cambridge ³	3,851	Government	3,594	
	Takeda Pharmaceuticals	3,378	Biotechnology	3,504	
	Broad Institute	3,316	Research & Development	1,936	
	Sanofi	2,294	Biotechnology	2,433	
	Novartis	2,184	Biotechnology	2,188	
	Google	2,100	Software & Internet	2,100	
	Cambridge Health Alliance	1,962	Healthcare	1,534	
	Hubspot	1,735	Software & Internet	1,771	
	Draper Laboratory	1,712	Research & Development	1,656	
	Biogen	1,659	Biotechnology	1,000	
	Philips North America	1,600	Electronics & Health Technology	1,600	
	Akamai Technologies	1,599	Software & Internet	1,593	

1. All figures collected between 8/24 and 12/24, 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) is a startup incubator. The CIC houses employees from 906 firms.
3. City of Cambridge figures include School Department employees.

Source: Cambridge Community Development Department and cited employers, 2024.

BENCHMARKS – GENERAL GOVERNMENT

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

COMMUNITY	FY23	FY24	FY25
Cambridge*	\$5.86	\$5.92	\$6.35
Newton	\$10.18	\$9.76	\$9.80
Brookline*	\$9.97	\$9.77	\$9.87
Somerville*	\$10.34	\$10.52	\$10.91
Boston*	\$10.74	\$10.90	\$11.58
Watertown*	\$13.58	\$11.70	\$11.68

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

HOUSING

Single Family	\$1,767,700	\$8,055
Two Family	\$1,594,700	\$6,956
Three Family	\$1,857,550	\$8,625
Condominium	\$767,300	\$1,702

*Includes residential exemption.

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

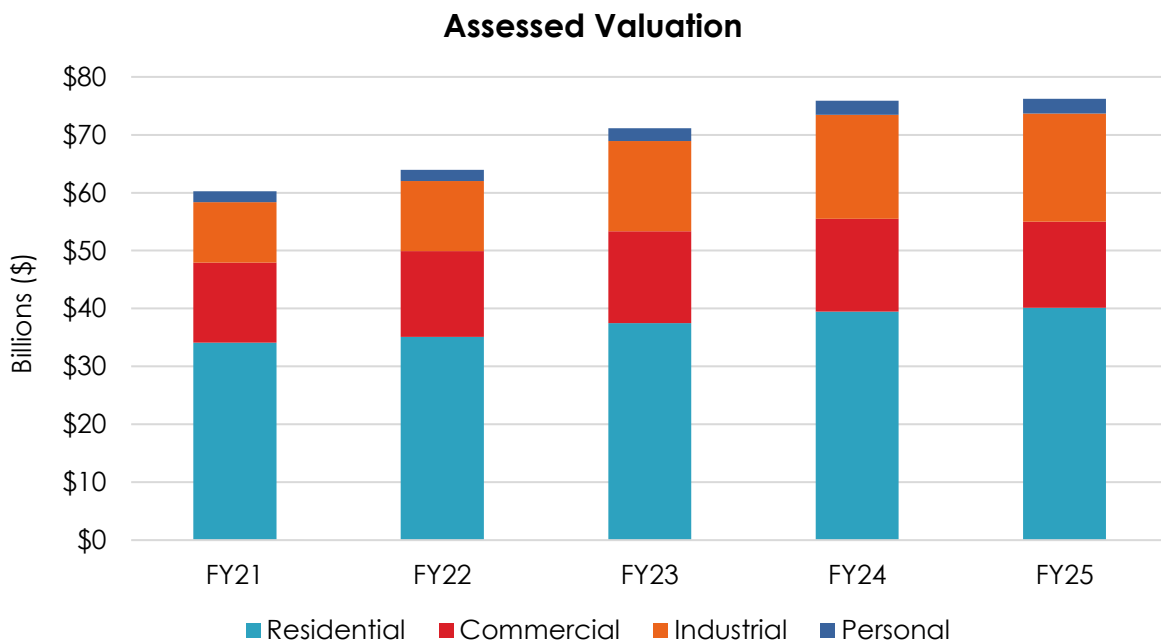
COMMUNITY	FY23	FY24	FY25
Cambridge	\$10.38	\$10.46	\$11.52
Brookline	\$16.70	\$16.41	\$16.56
Newton	\$19.07	\$18.33	\$18.34
Somerville	\$17.35	\$18.20	\$18.92
Watertown	\$19.73	\$23.08	\$22.83
Boston	\$24.68	\$25.27	\$25.96

BENCHMARKS – GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY25

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Mass. Institute of Technology	Education*	\$9,173,970,500	12.0%	\$102,129,612	14.1%
2	Alexandria Real Estate	Commercial	\$4,246,918,400	5.6%	\$48,910,049	6.9%
3	BioMed Realty Trust	Commercial	\$2,732,675,800	3.6%	\$29,396,292	3.9%
4	Boston Properties	Commercial	\$2,549,138,075	3.3%	\$28,356,693	3.8%
5	DivcoWest	Commercial	\$1,893,371,000	2.5%	\$17,485,924	2.7%
6	Healthpeak	Commercial	\$1,325,197,500	1.7%	\$15,266,725	2.3%
7	MBA-Rogers Street, LLC	Commercial	\$866,726,900	1.1%	\$9,893,685	1.5%
8	Presidents and Fellows of Harvard College	Education*	\$820,355,800	1.1%	\$6,984,422	1.1%
9	RREEF American Reit II Corp	Commercial	\$569,352,700	0.7%	\$6,558,943	1.1%
10	Novartis Pharmaceuticals	Commercial	\$503,610,000	0.7%	\$5,801,587	0.9%
TOTAL FOR TOP 10 TAXPAYERS			\$24,681,316,675	32.37%	\$270,783,932	38.3%
TOTAL FY25 ASSESSED VALUATION			\$76,240,599,640			
TOTAL FY25 TAX LEVY				\$ 628,344,752		

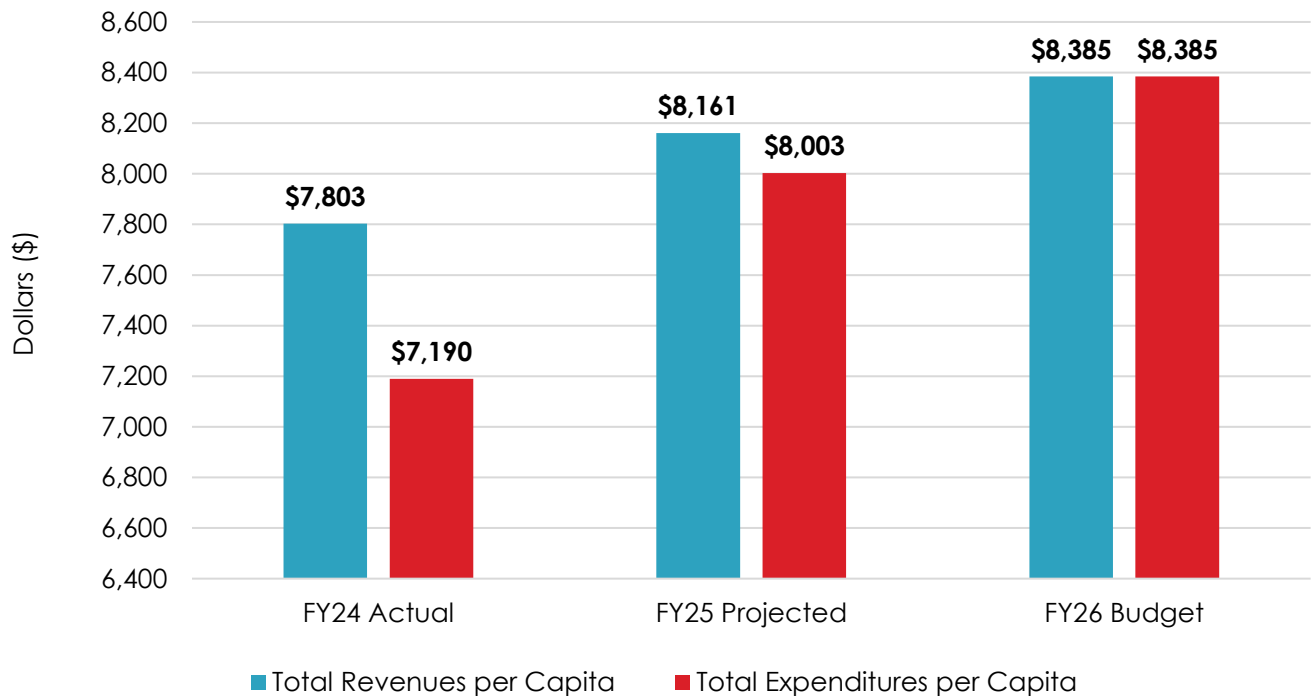
*Assessed valuation may include both commercial and residential property, which are taxed at different rates. Does not include payments in lieu of taxes. Source: City of Cambridge, Assessing Department.



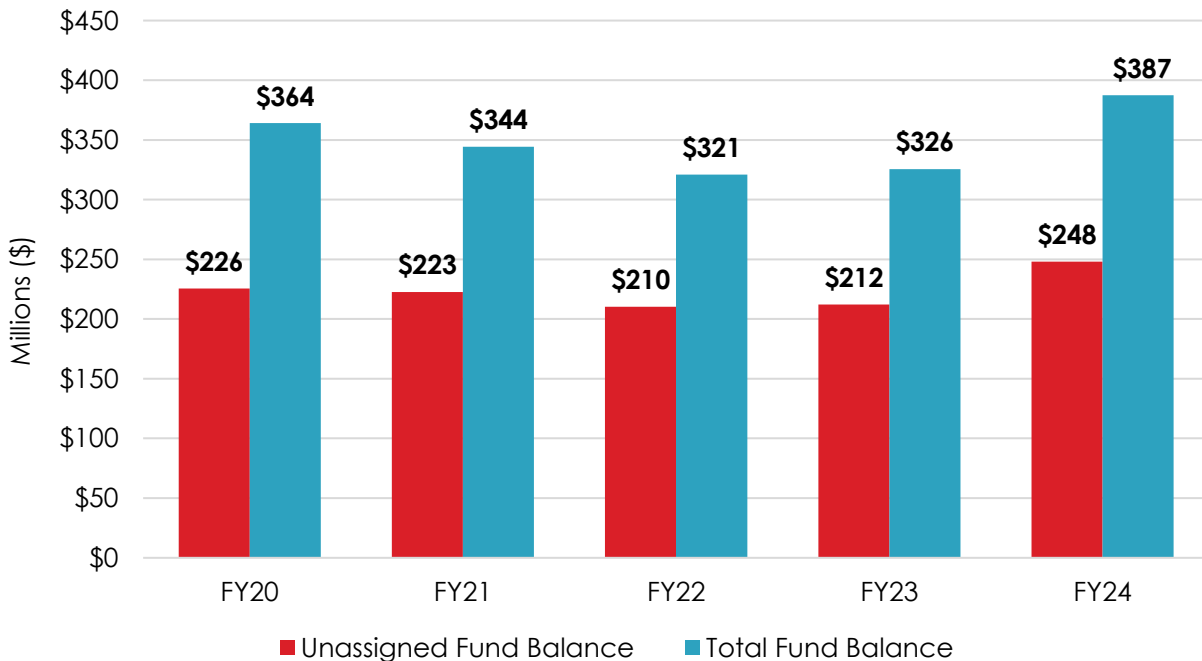
Source: City of Cambridge, Assessing Department.

BENCHMARKS – GENERAL GOVERNMENT

City of Cambridge per Capita Revenue and Expenditures

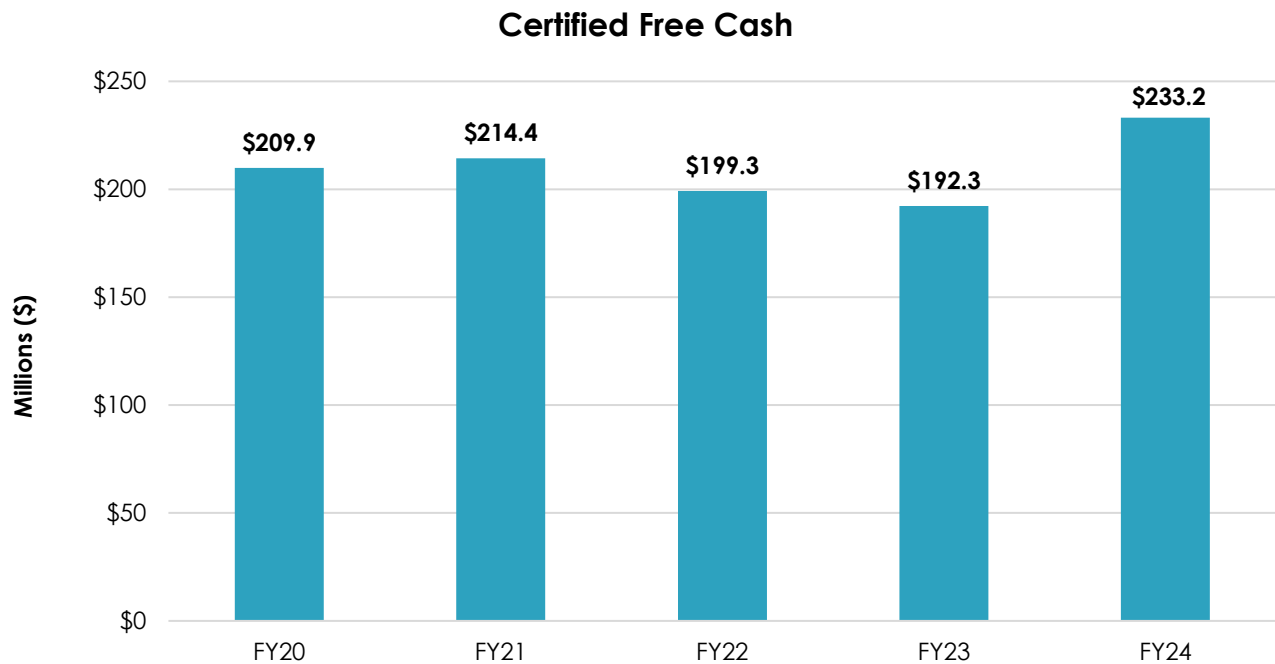
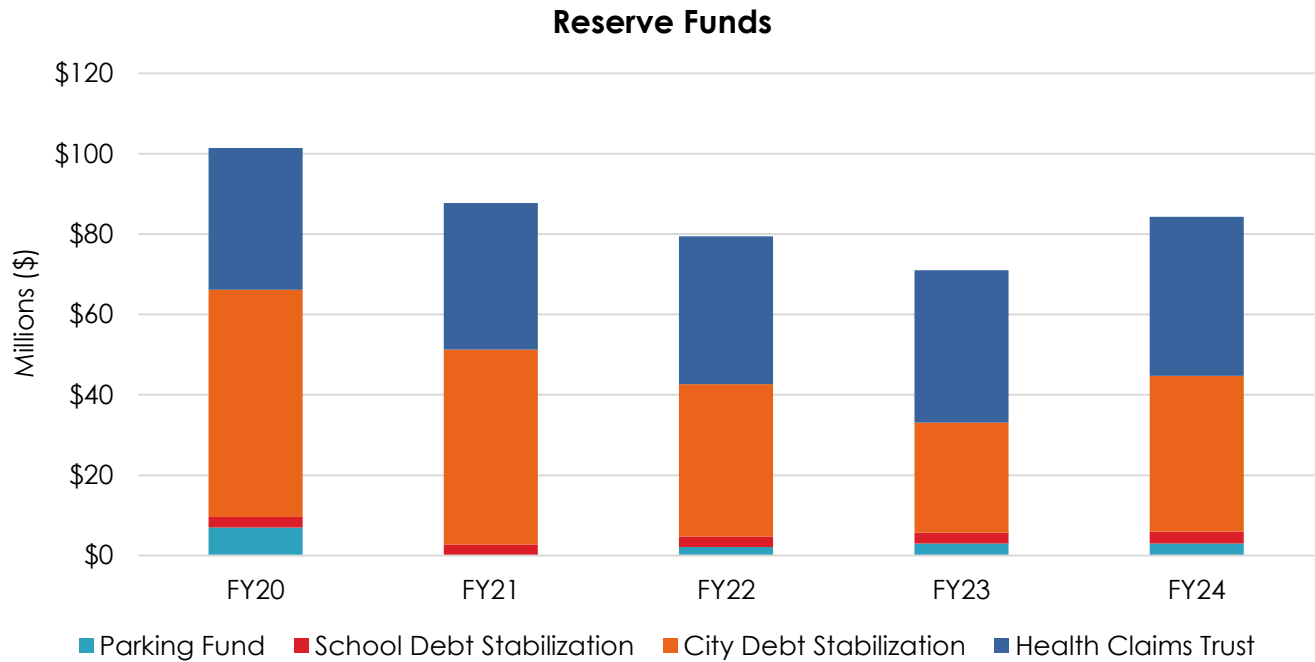


General Fund Balances



Note: The General Fund serves as the chief operating fund of the City. Source: City of Cambridge, FY20-FY24 ACFRs.

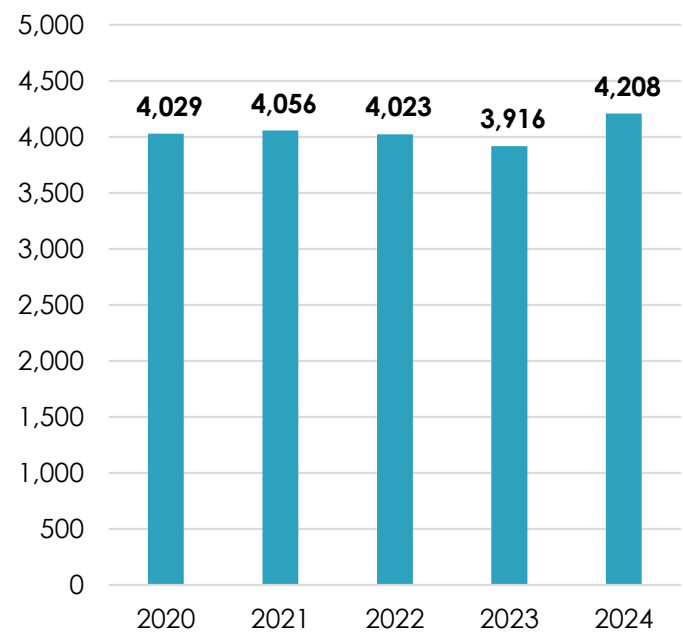
BENCHMARKS – GENERAL GOVERNMENT



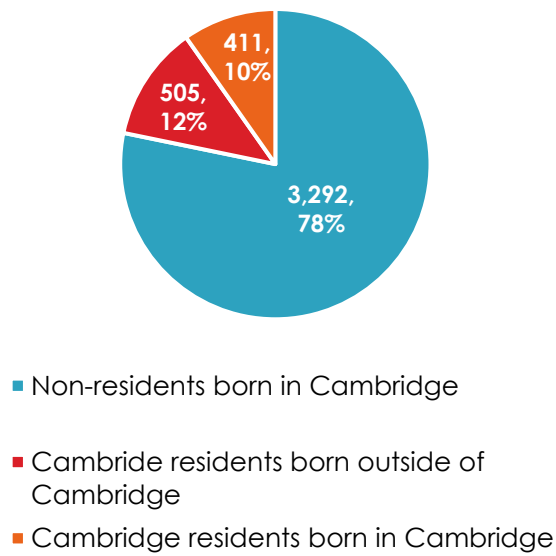
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue's Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown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

BENCHMARKS – GENERAL GOVERNMENT

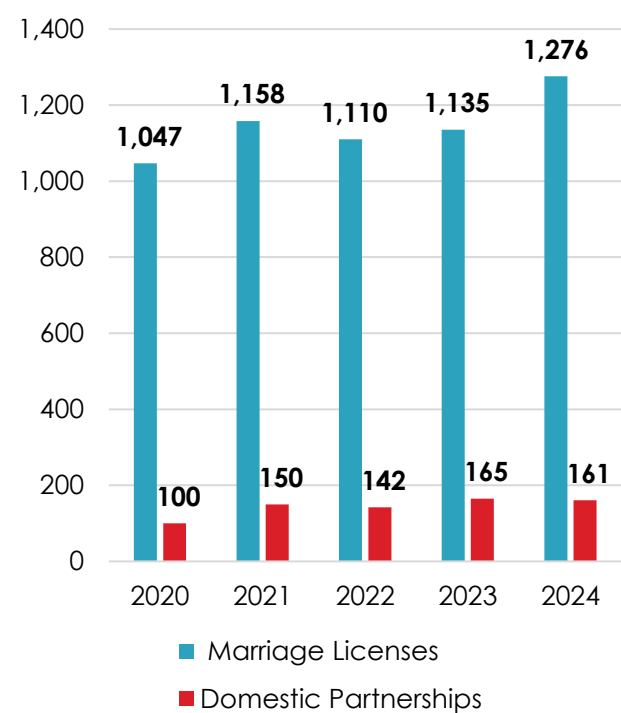
Births Recorded in Cambridge



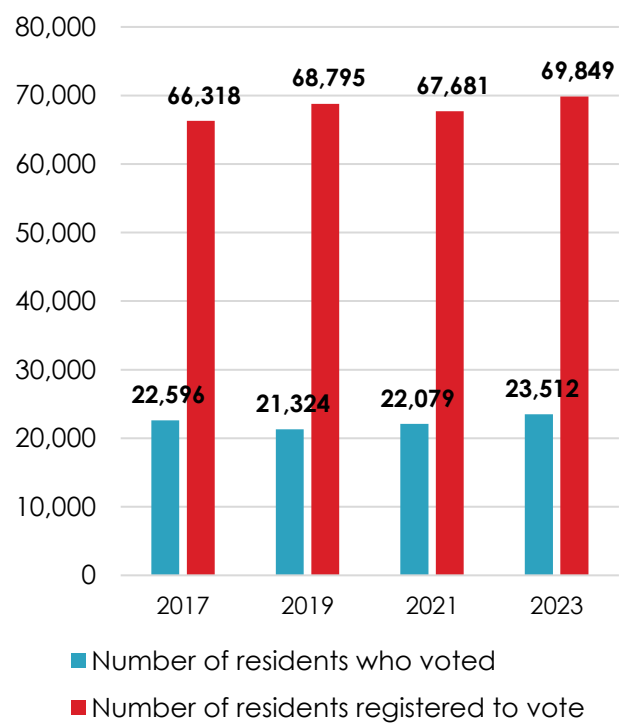
Births Recorded in Cambridge in 2024

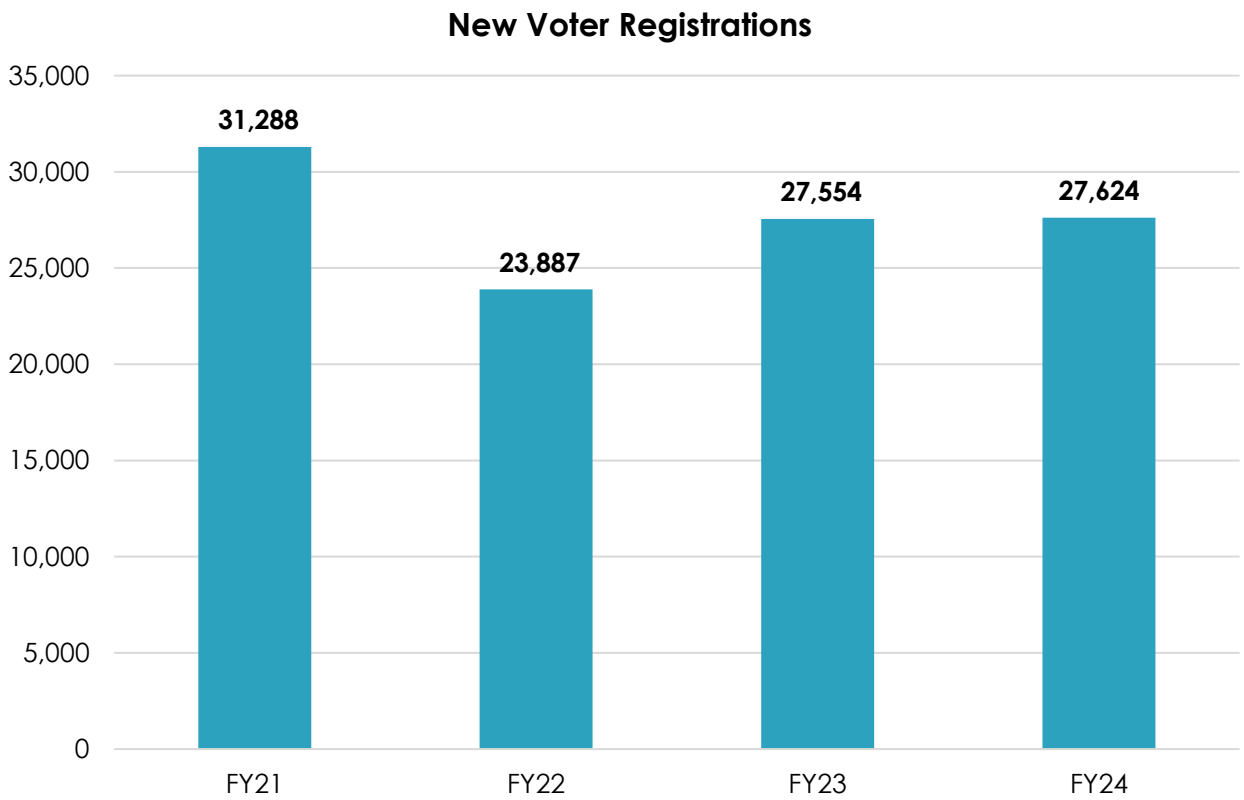
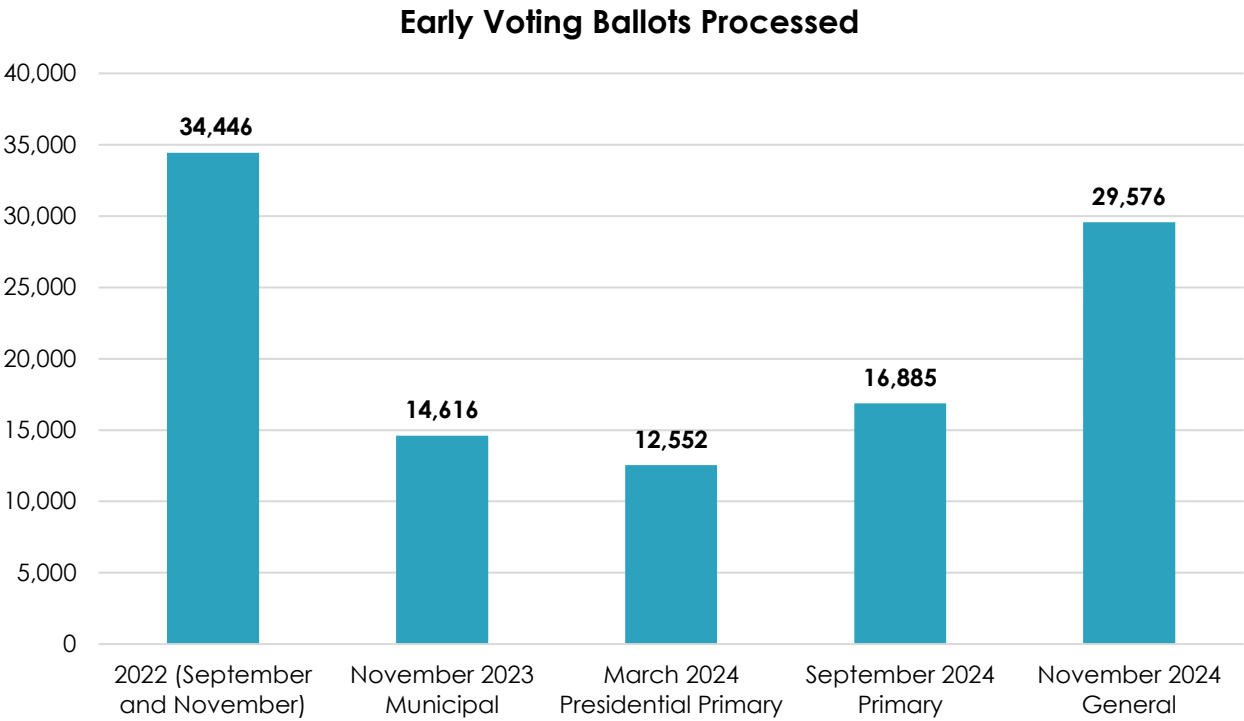


Cambridge Marriage Licenses & Domestic Partnership Filings



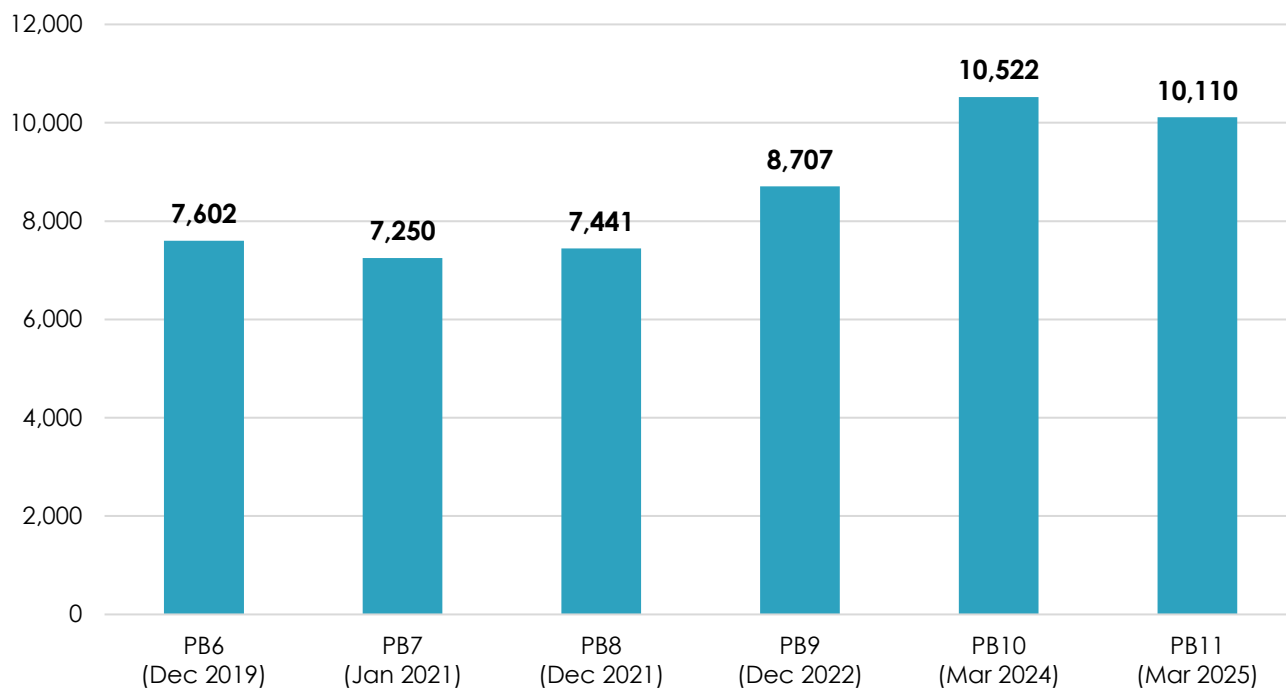
Voters in Municipal Elections



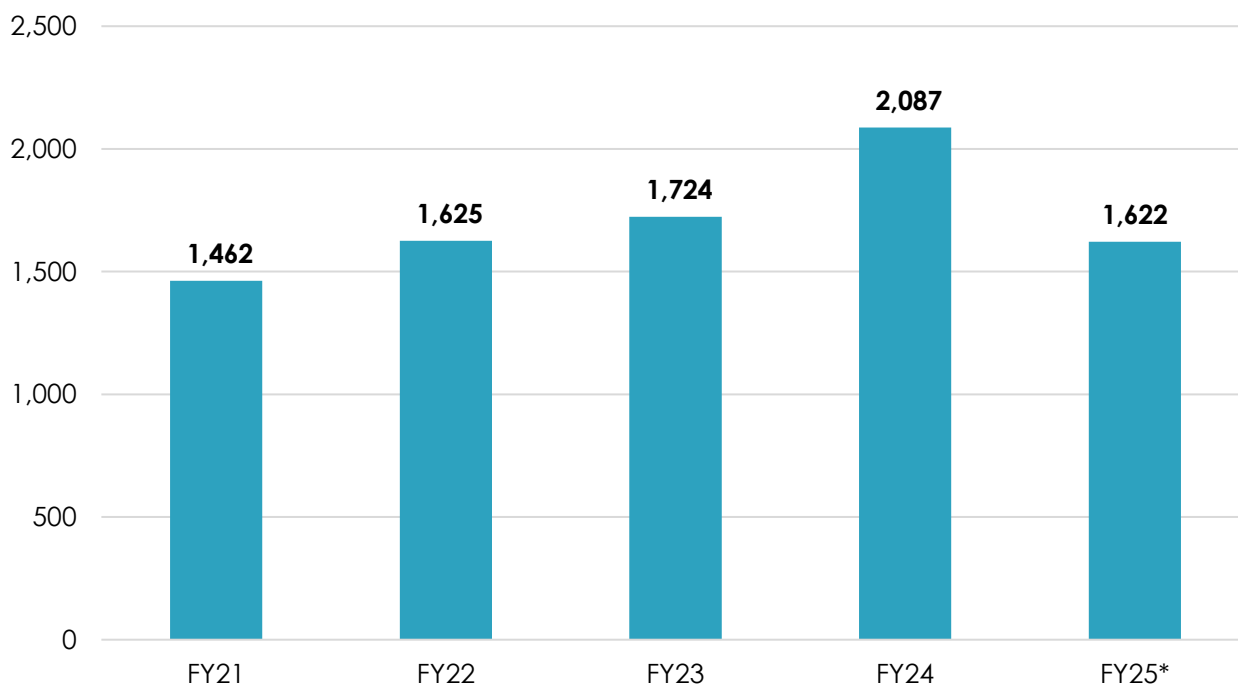


BENCHMARKS – GENERAL GOVERNMENT

Participatory Budgeting Voters



Public Records Requests Answered



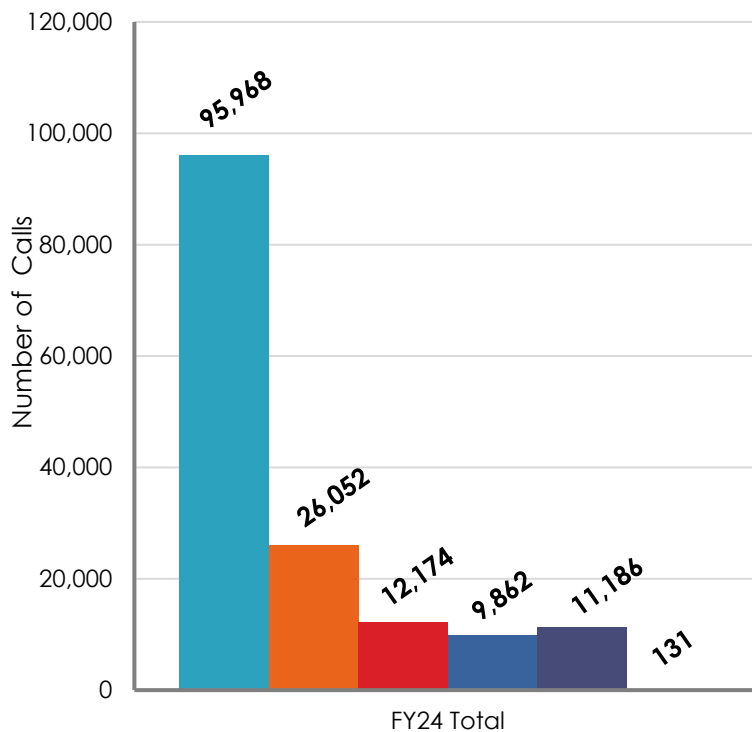
*Note: FY25 shows public records requests answered between July 1, 2024, through March 31, 2025.

BENCHMARKS – PUBLIC SAFETY

10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

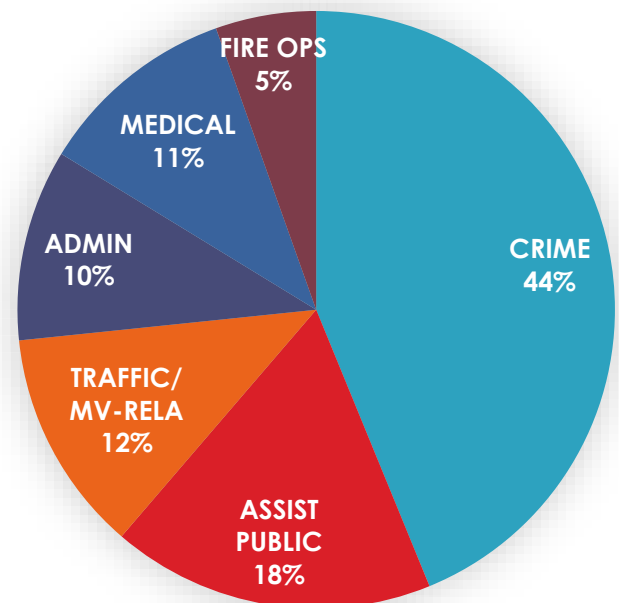
Category	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	% Change ('23-'24)
Fire Ops	6,010	5,912	5,811	6,190	6,309	5,924	5,680	6,566	6,577	6,619	1%
Administrative	9,415	9,296	9,062	8,925	10,691	12,598	11,158	12,520	13,025	12,607	-3%
Medical	11,144	11,033	11,096	12,347	11,758	11,670	10,520	12,483	13,765	13,153	-4%
Assist Public	16,390	12,183	17,263	14,977	16,139	22,376	20,001	22,202	23,737	21,251	-10%
Traffic/MV-Related	14,251	17,014	13,071	18,189	18,567	14,124	11,878	14,389	14,036	14,667	4%
Crime & Directed Patrol	51,636	42,816	40,802	44,129	47,489	51,747	44,763	55,037	52,028	53,246	2%
Total	108,846	98,254	97,105	104,757	110,953	118,439	104,000	123,197	123,168	121,543	-1%

FY24 ECC Call Type Volume

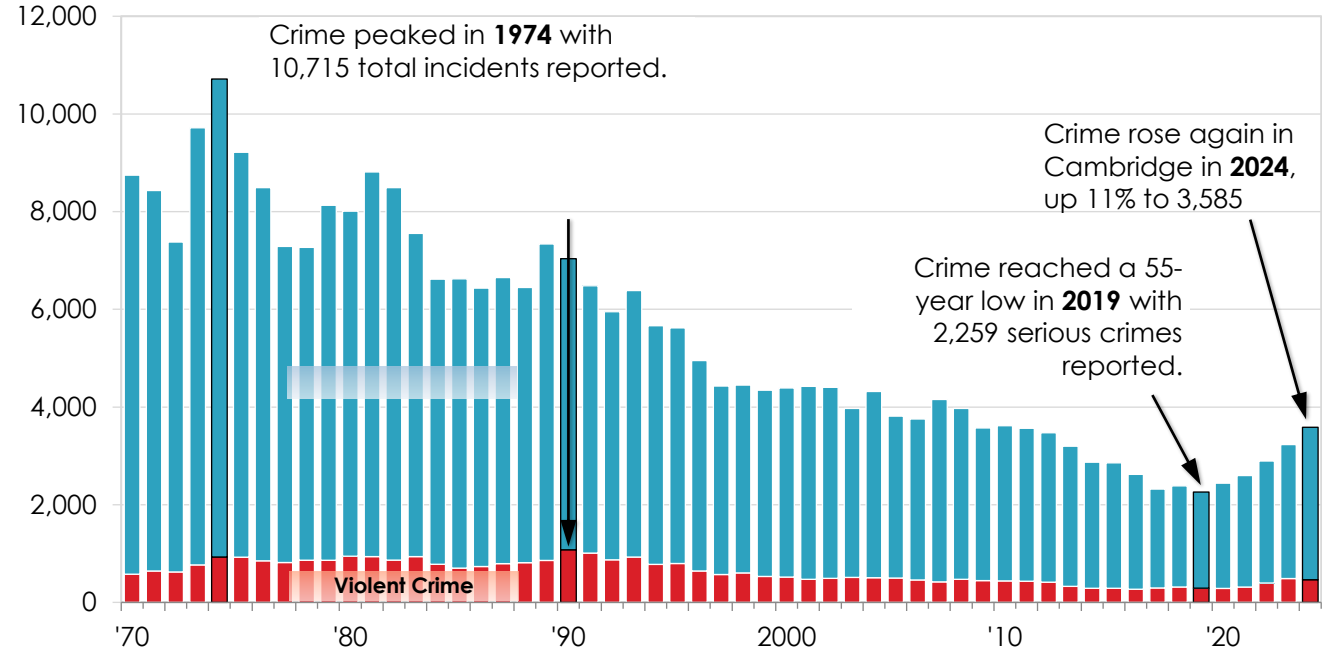


- Police/Fire Non-Emergency Lines
- 911 Wireless (cell phone callers)
- 7 Digit Emergency Lines
- 911 Wireline (Landline callers)
- No Class of Service (undetermined)
- 911 Text

Emergency Communications: FY24 Incident Categories (121,543 Total Incidents)

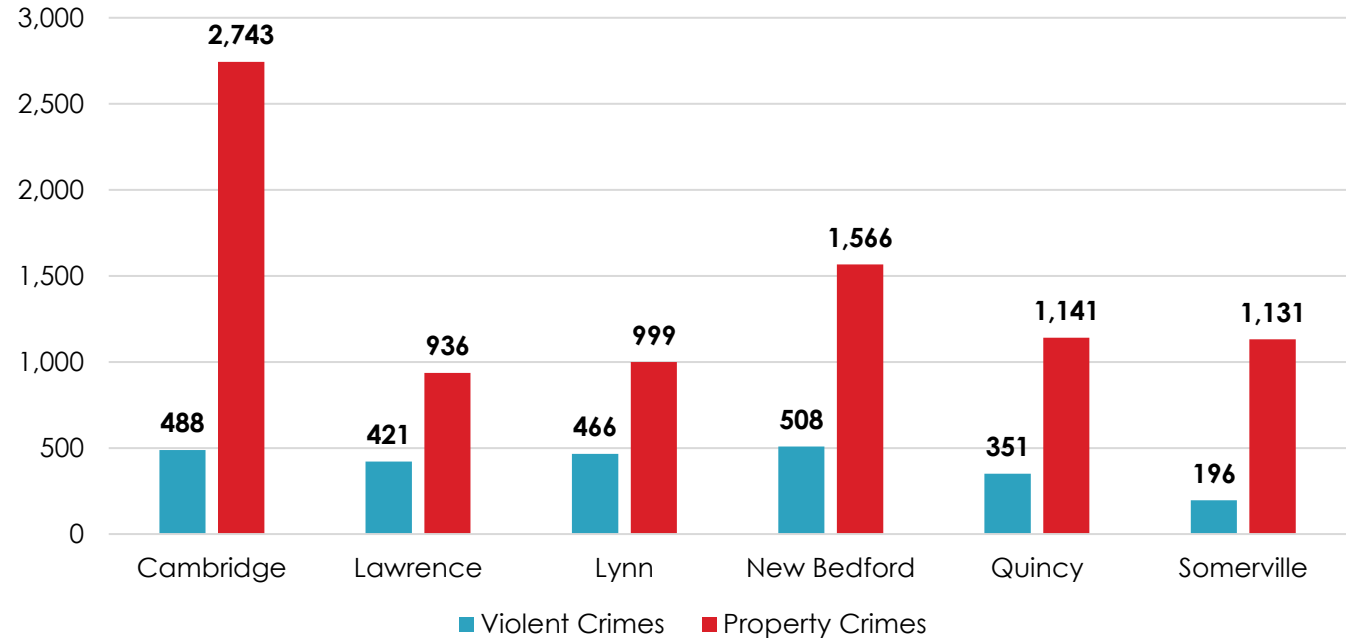


55 Years of Crime in Cambridge
Part I Index Crimes* Reported to the Police Annually



*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 (2023)

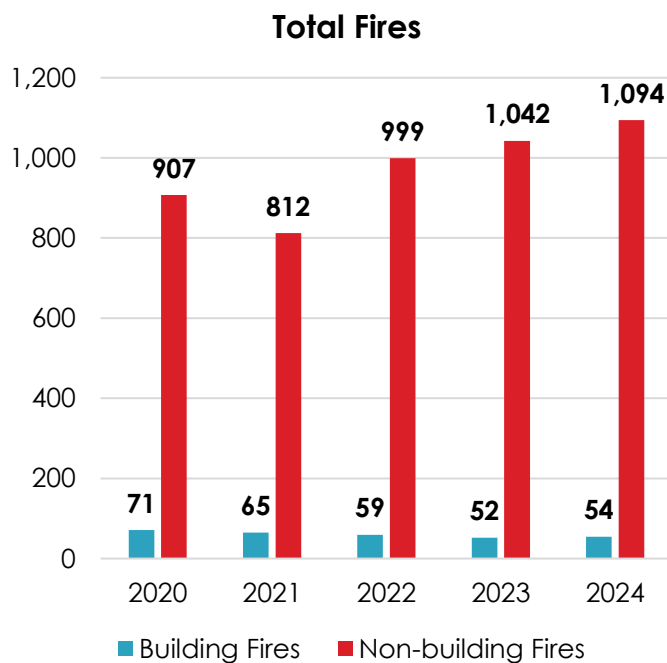


Note: This chart is based on information from the FBI’s Uniform Crime Reports and the latest data available for comparison was from 2023.

BENCHMARKS – PUBLIC SAFETY

COMPARISON OF 2023 AND 2024 CAMBRIDGE CRIME INDEX

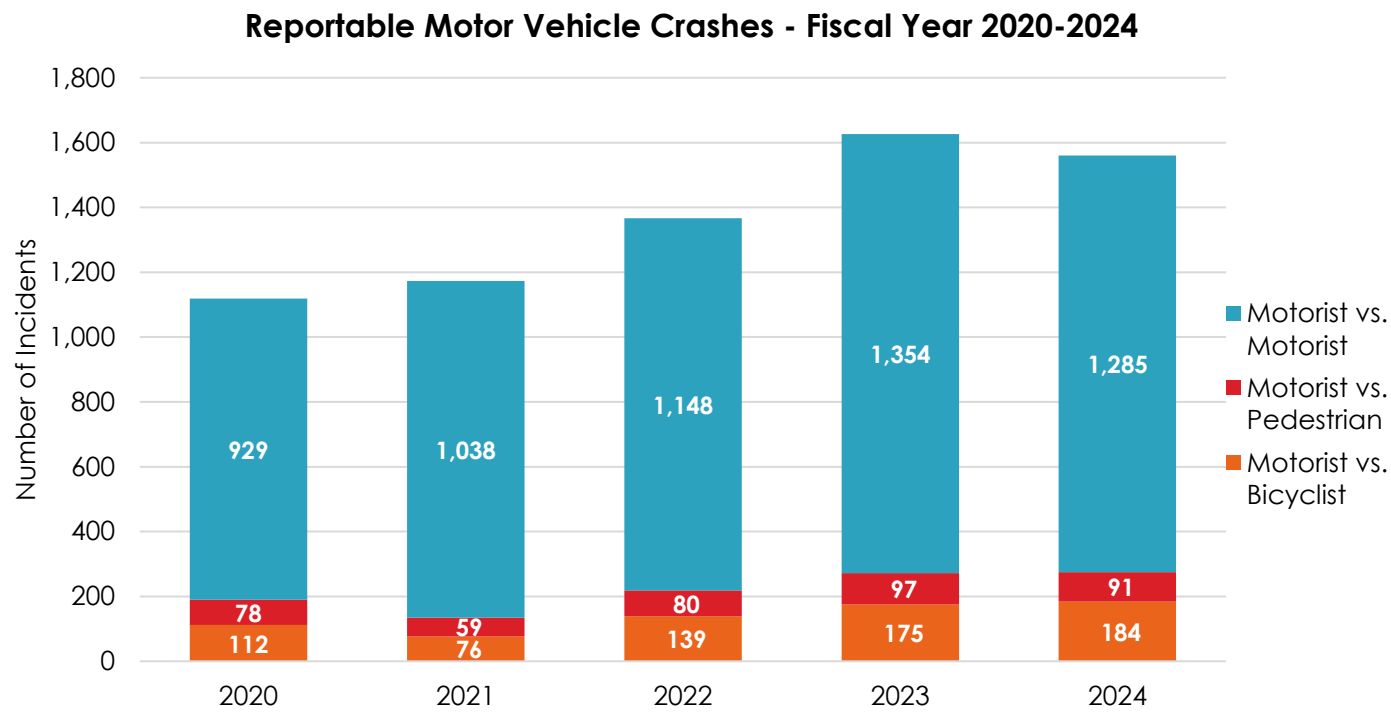
CRIME	JAN - DEC 2023	JAN - DEC 2024	PERCENT CHANGE
Murder	1	0	N/A
Rape	44	42	-5%
Robbery	128	109	-15%
Commercial	34	25	-26%
Street	94	84	-11%
Aggravated Assault	315	313	-1%
Total Violent	488	464	-5%
Burglary	272	271	0%
Commercial	78	95	22%
Residential	194	176	-9%
Larceny	2,331	2,755	18%
From Building	199	209	5%
Motor Vehicle	319	290	-9%
From Person	96	84	-13%
Of Bicycle	579	499	-14%
Shoplifting	577	1,087	88%
From Residence	415	443	7%
Of MV Plate	39	25	-36%
Of Services	26	20	-23%
Misc.	81	98	21%
Auto Theft	140	95	-32%
Total Property Crime	2,743	3,121	14%
Crime Index Total	3,231	3,585	11%



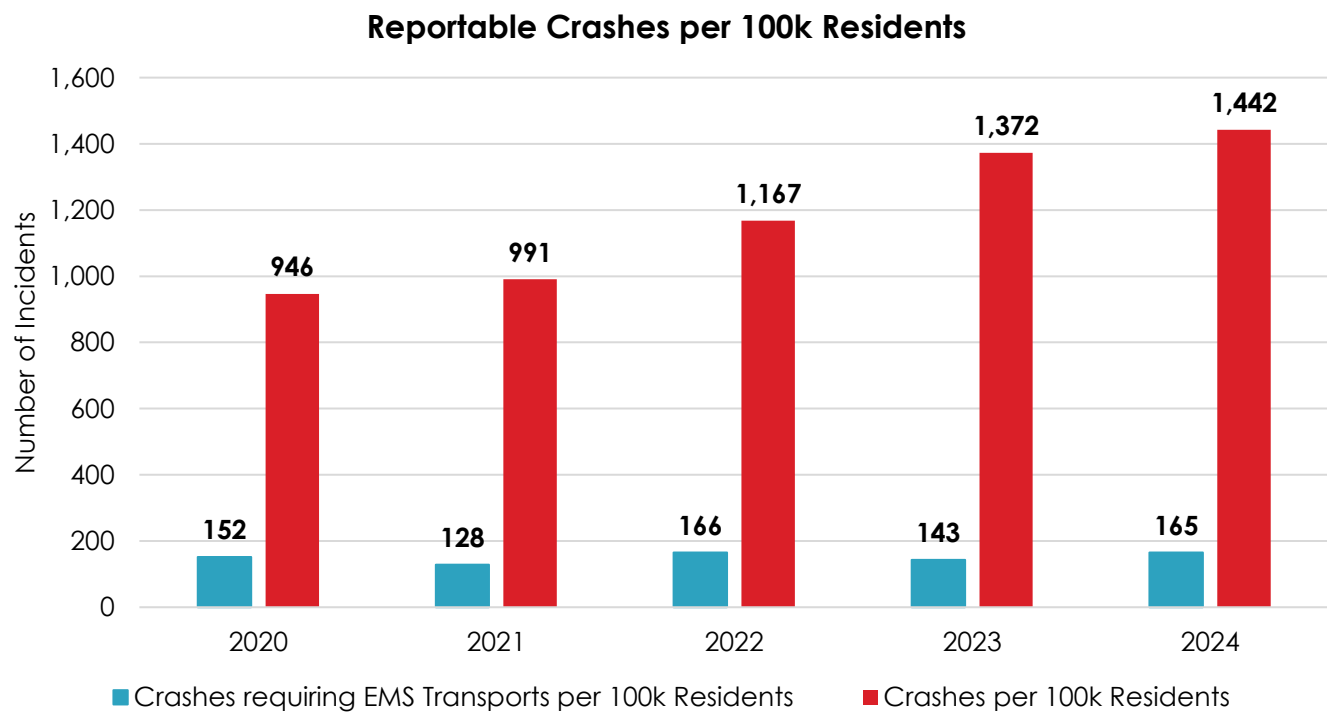
Note: Building Fires include fires where actual fire damage was sustained by the building or structure.

Non-Building Fires include rubbish fires, brush fires, grass fires, vehicle fires, and cooking fires contained to the

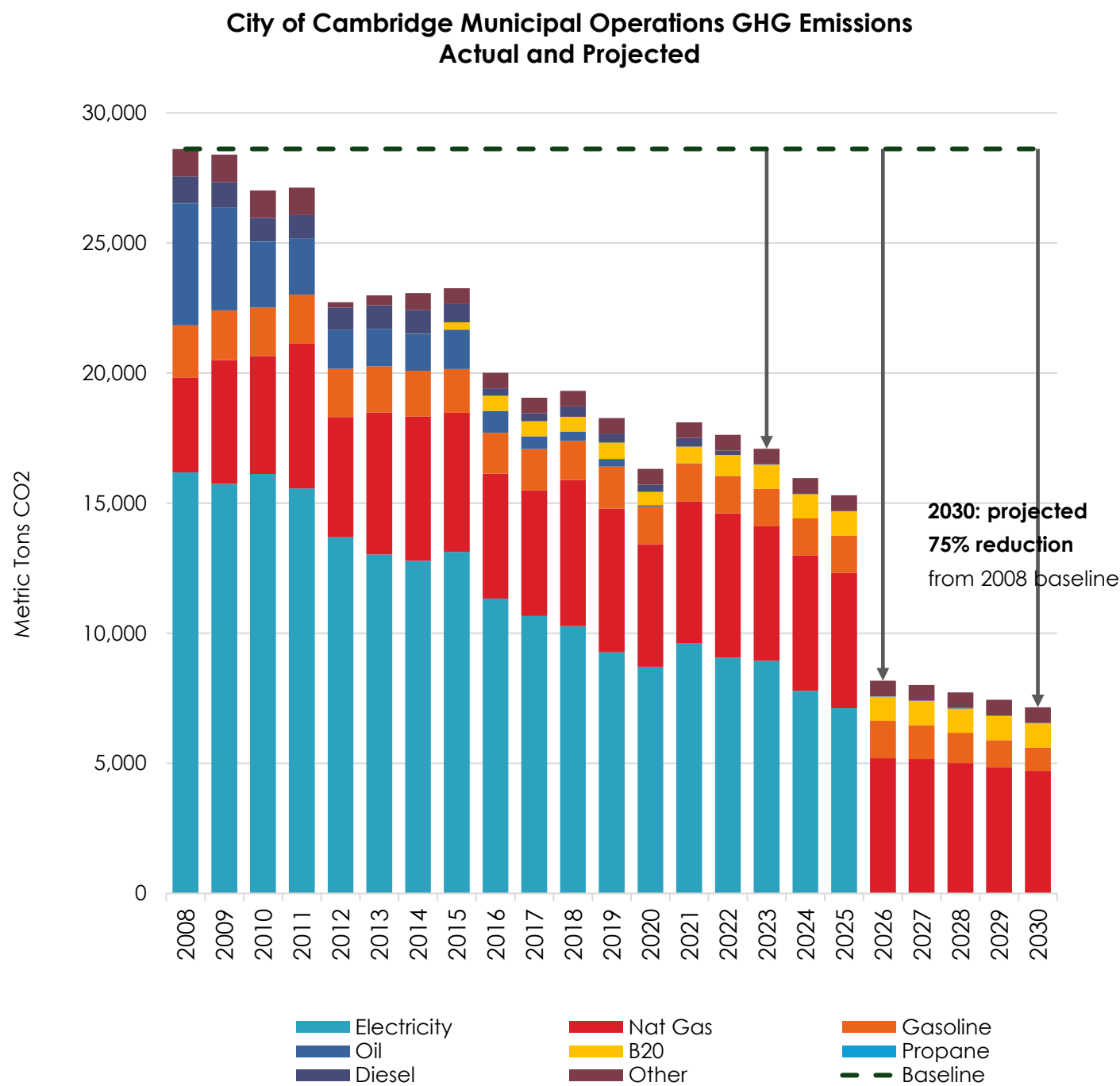
BENCHMARKS – PUBLIC SAFETY



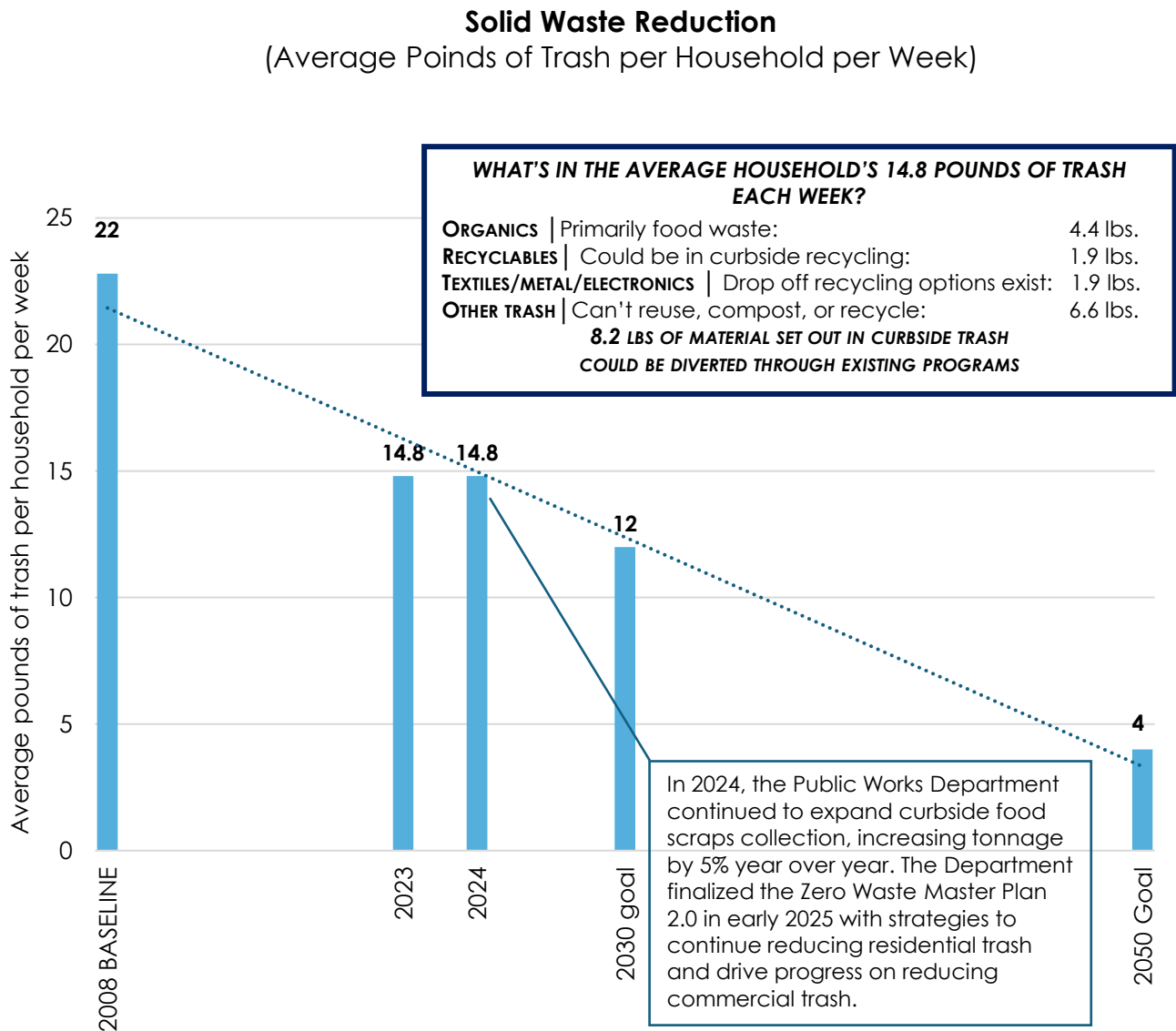
Note: There are 145 uncounted crashes that were categorized as “Other”, representing crashes that include objects such as light poles, buildings, barriers, etc., which cannot be represented in these three categories.



BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT



Note: In 2023, the City reduced greenhouse gas (GHG) emissions from municipal operations by 40% below 2008 levels.

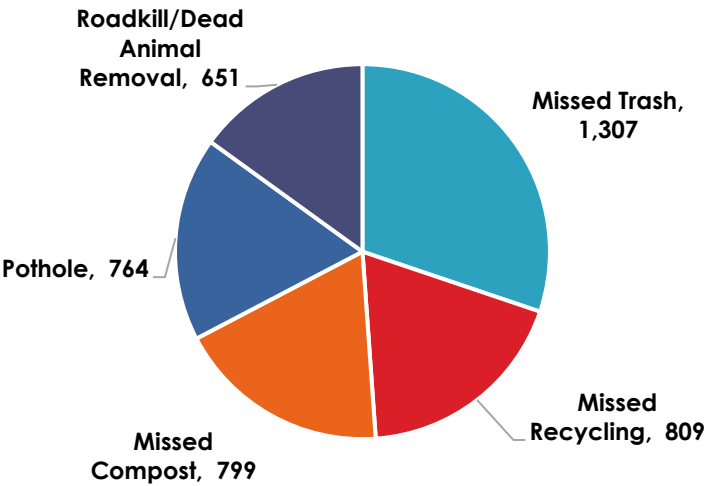


Note: The Public Works Department is working to reduce trash through initiatives such as curbside food waste collection, mattress collection, textiles recovery, and continued efforts to improve curbside recycling rates. The chart shows the City’s progress in meeting the goals of the Cambridge Zero Waste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

BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT

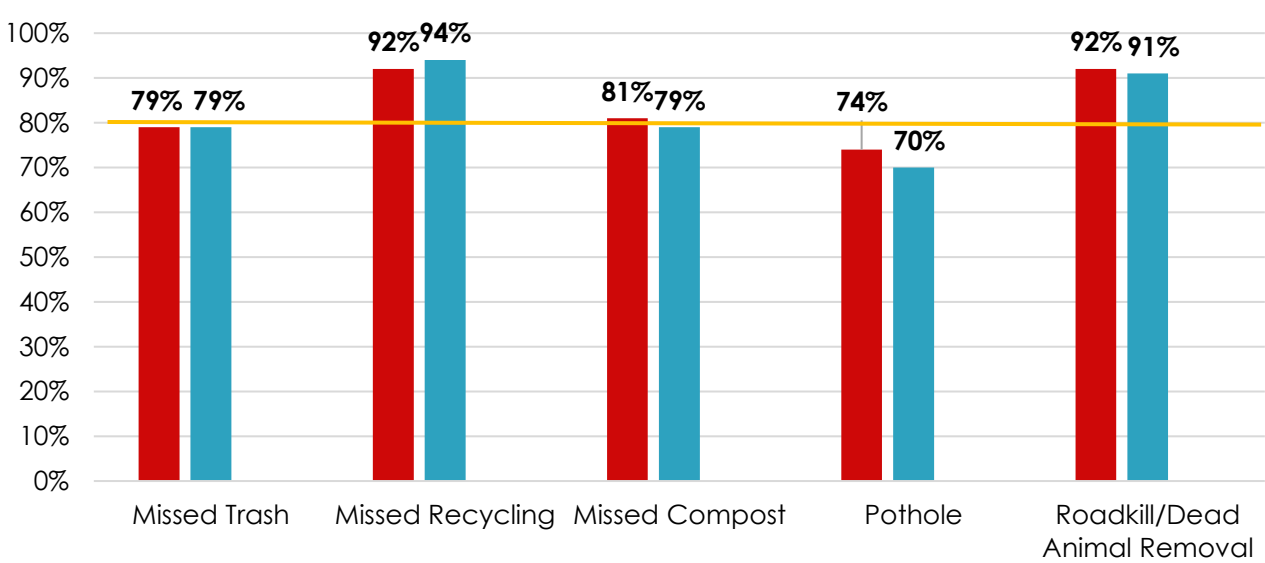
SeeClickFix is the City’s online and app-based reporting service, allowing residents to directly connect with City departments to report issues. Residents can choose from over 40 service categories that are sent directly to the appropriate departments.

TOP FIVE SeeClickFix CATEGORIES REPORTED FY24



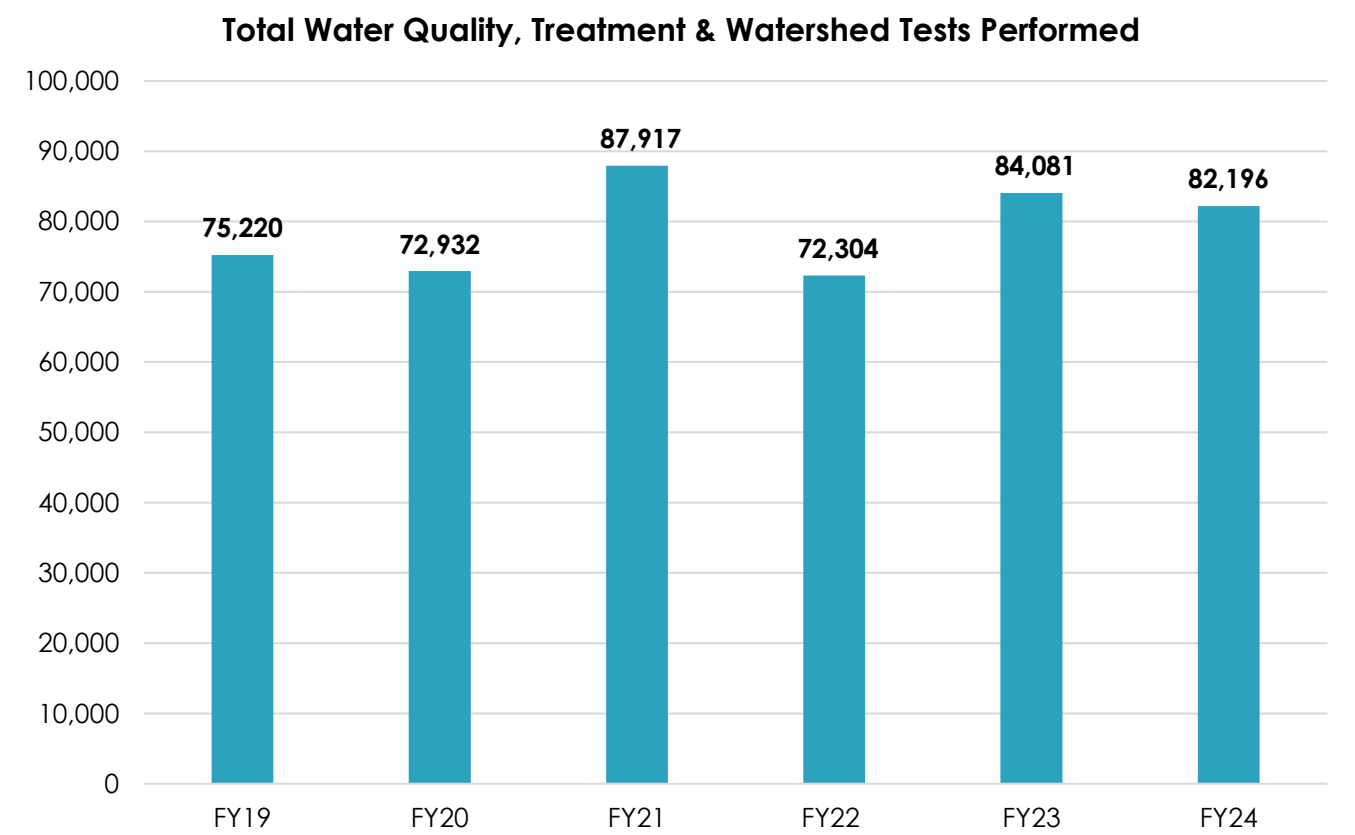
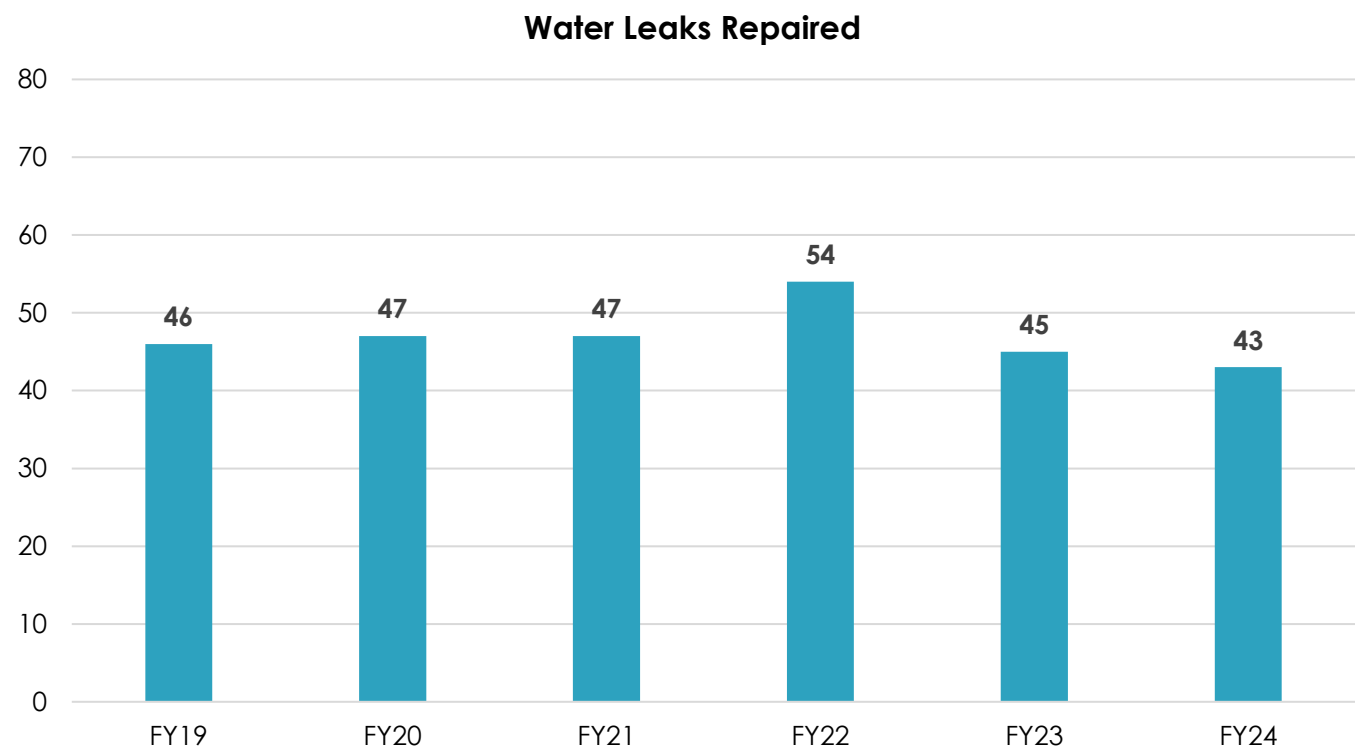
It is the City’s goal to complete at least 80% of requests received within their designated Service Level Agreement (SLA). Of the 3,053 SeeClickFix requests opened this quarter, 81% have been closed within their SLA. During the same quarter last year, 69% were closed within their SLA. This marked improvement was achieved by using category specific data to engage in problem-solving with departments in areas that fell below the 80% goal.

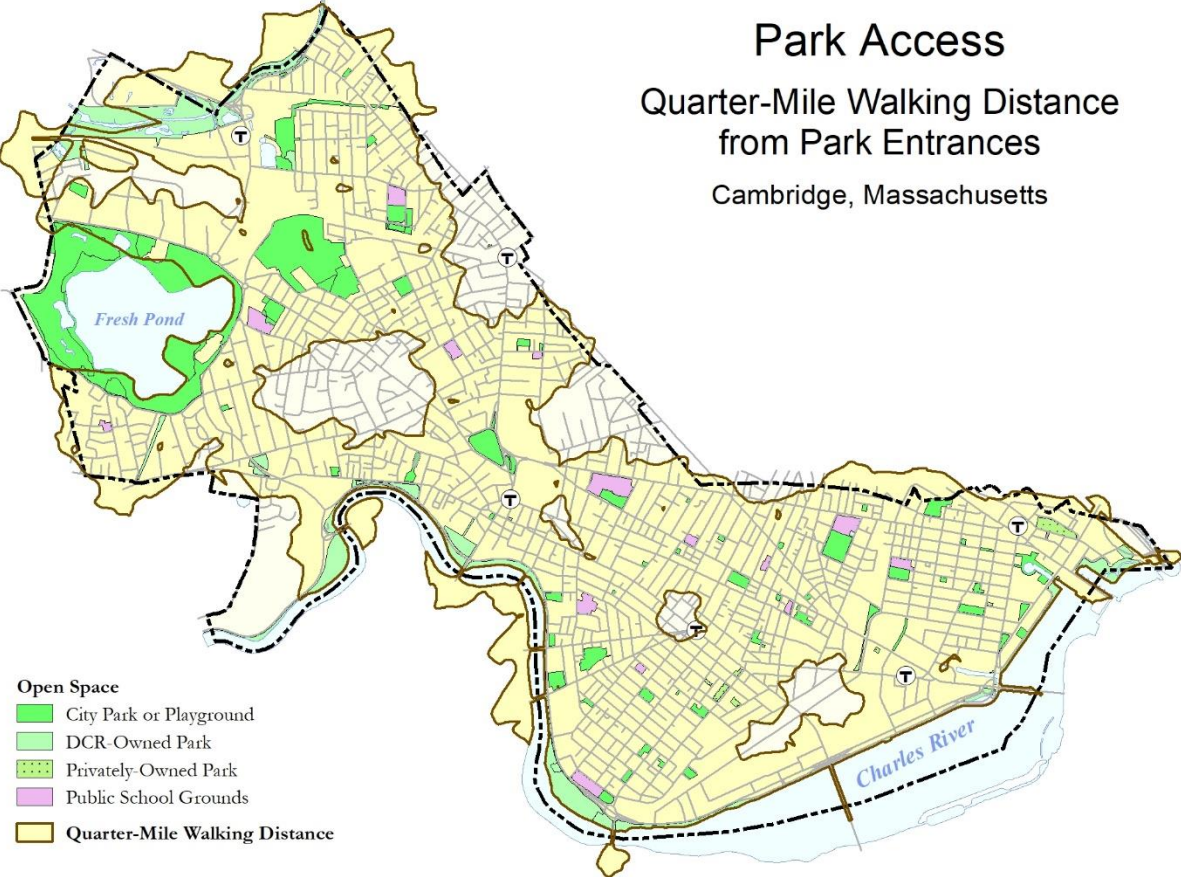
Percentage of Issues Resolved within Service Level Agreement (FY23 vs. FY24)

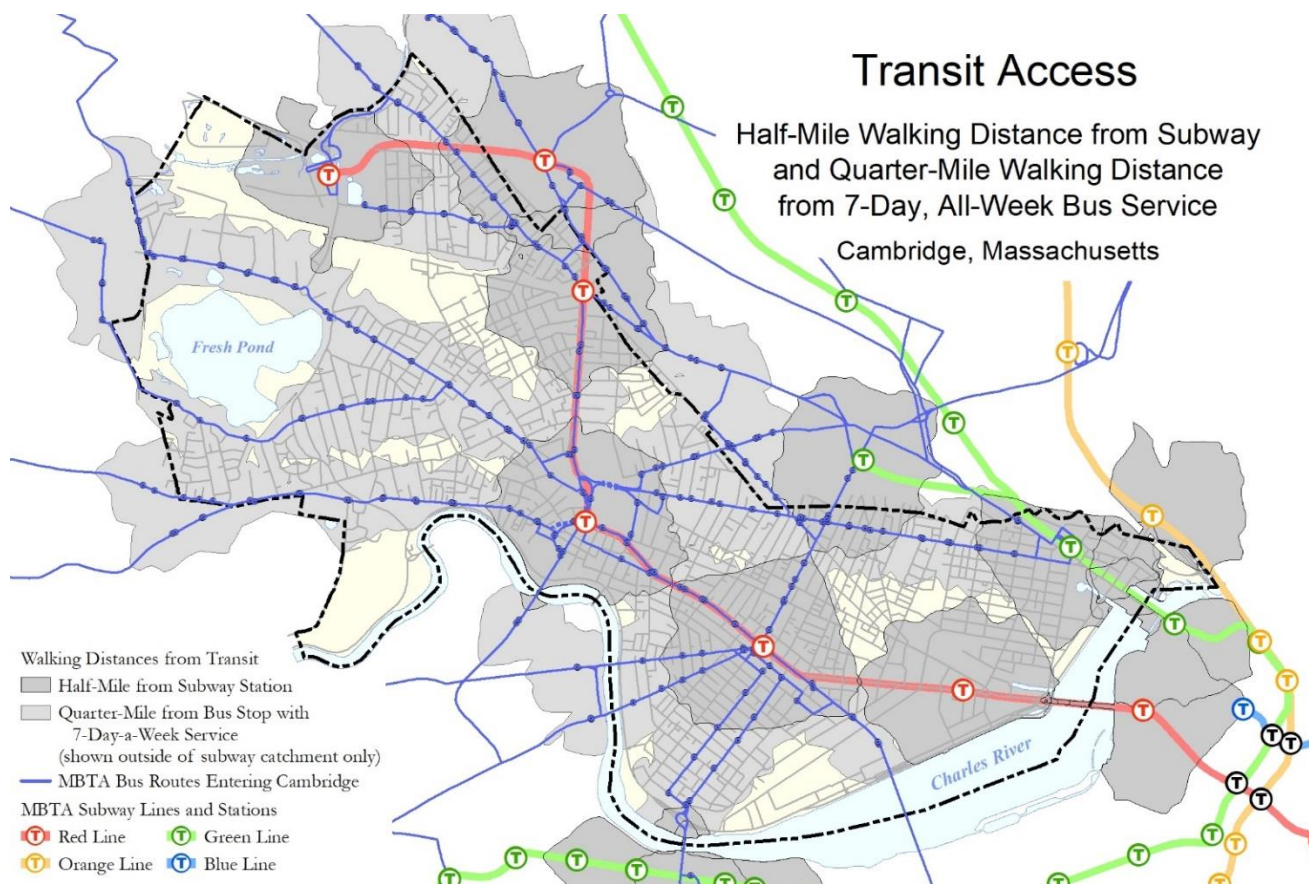


■ SLA Resolution Percentage FY23 ■ SLA Resolution Percentage FY24 ■ FY24 Departmental Goal

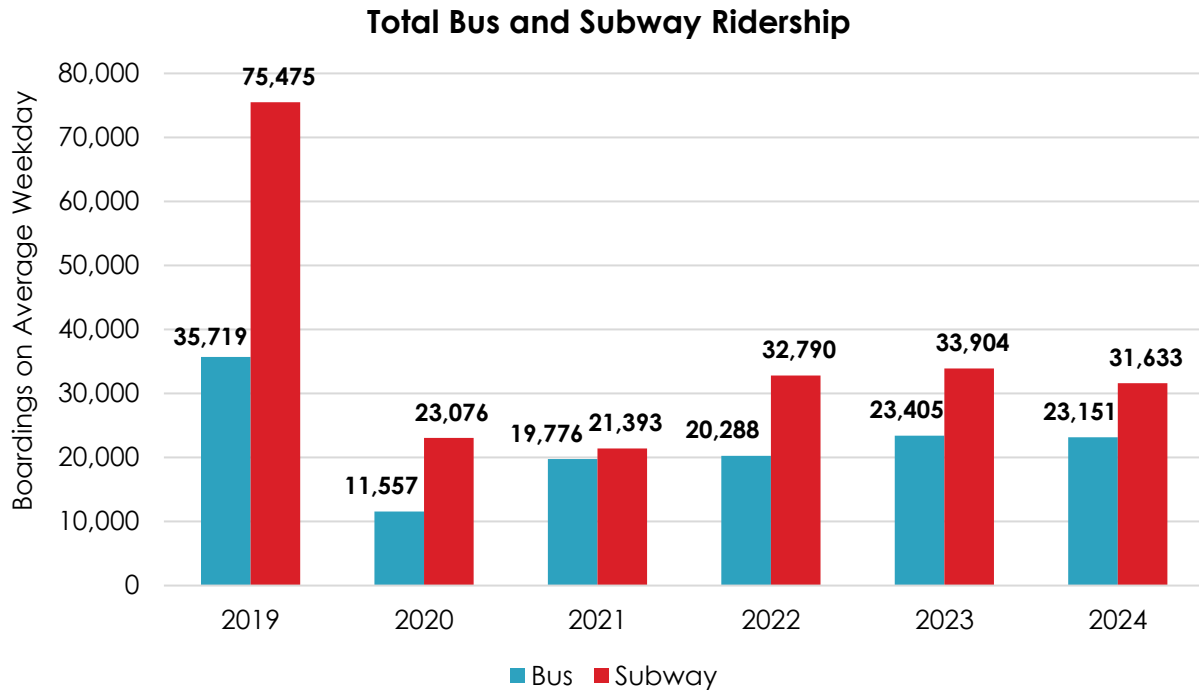
BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT



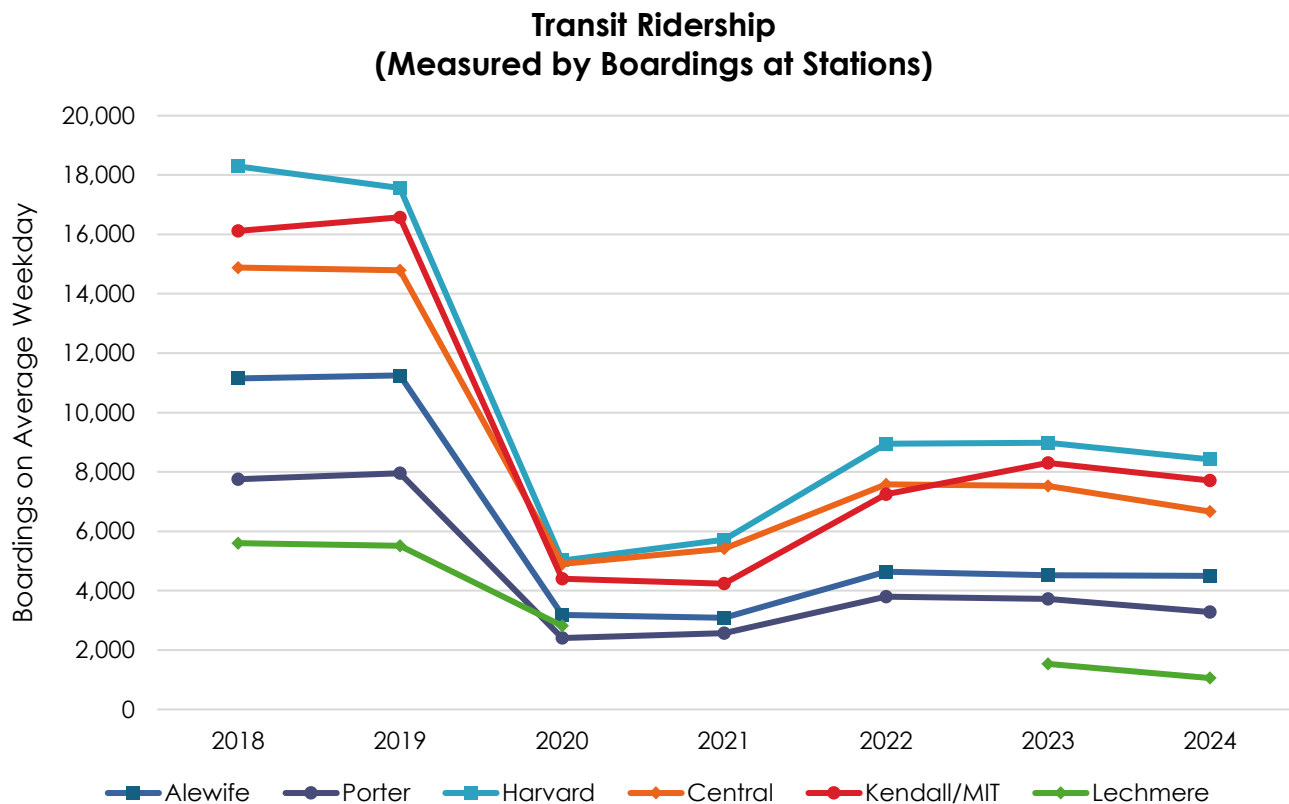




BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT



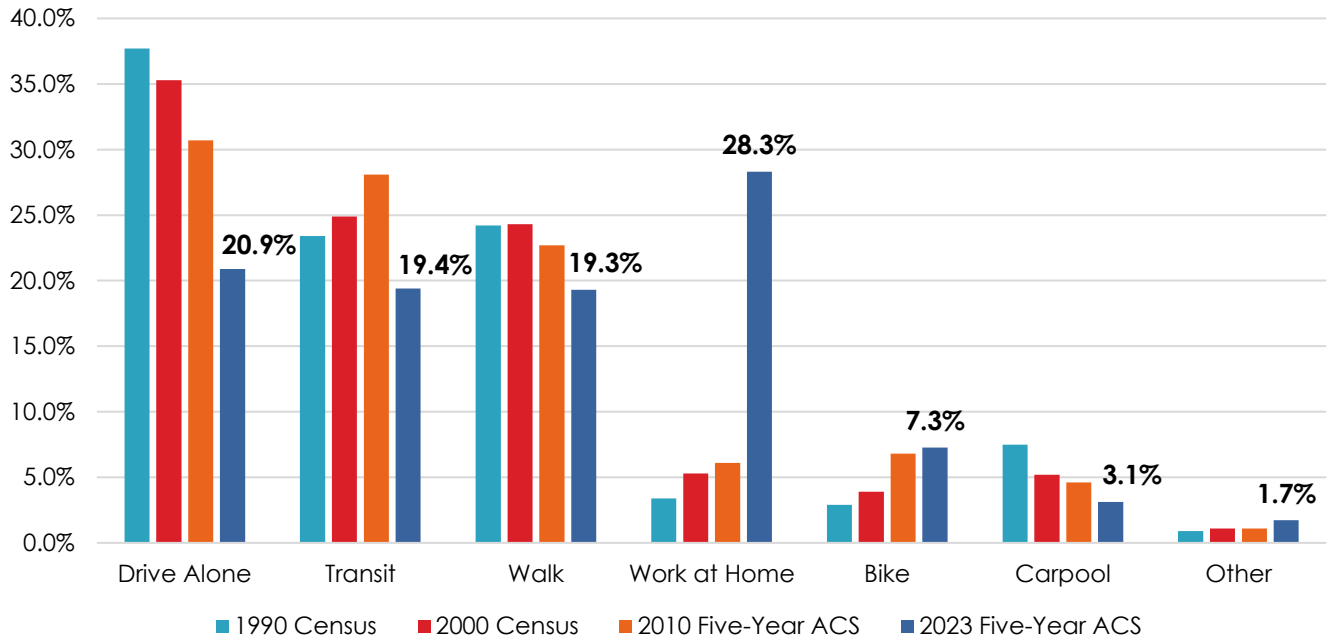
Note: Boardings are counted at bus stops and subway stations in Cambridge.



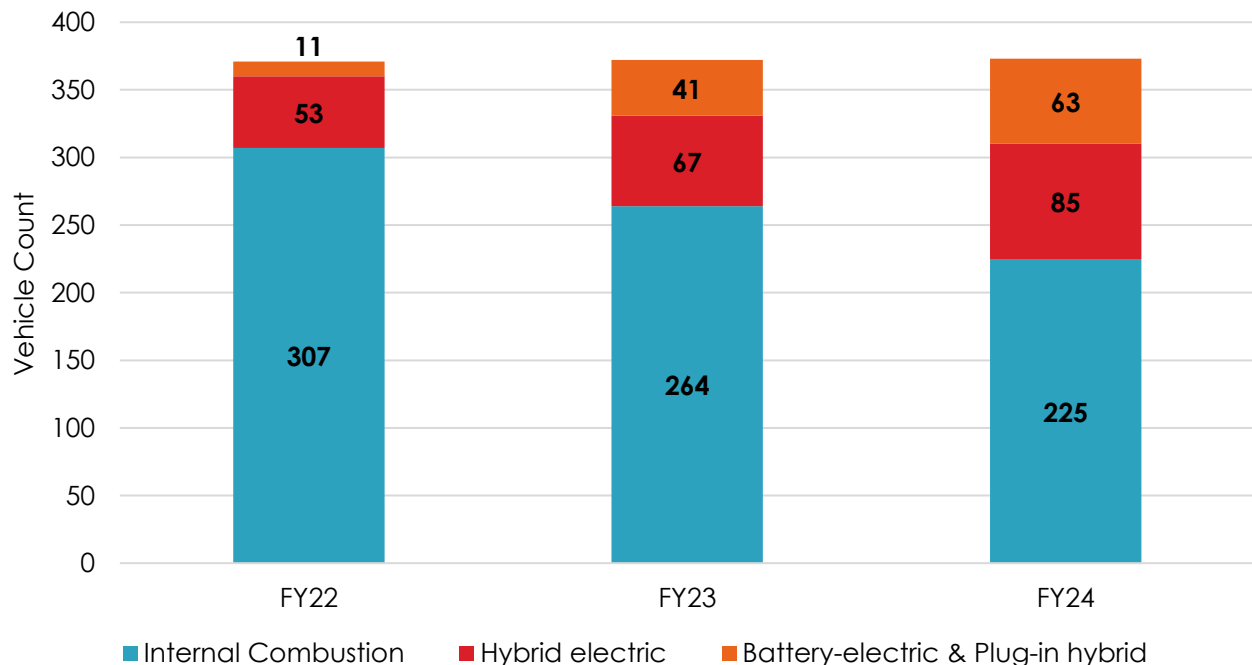
Note: Boardings are measured as successful card tap/ticket insertion at a faregate. Lechmere was closed from March 2020-March 2022. Full service resumed in December 2022 with the opening of the Greenline Extension (GLX) Medford (second) Branch.

BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT

Means of Transportation to Work for Cambridge Workforce



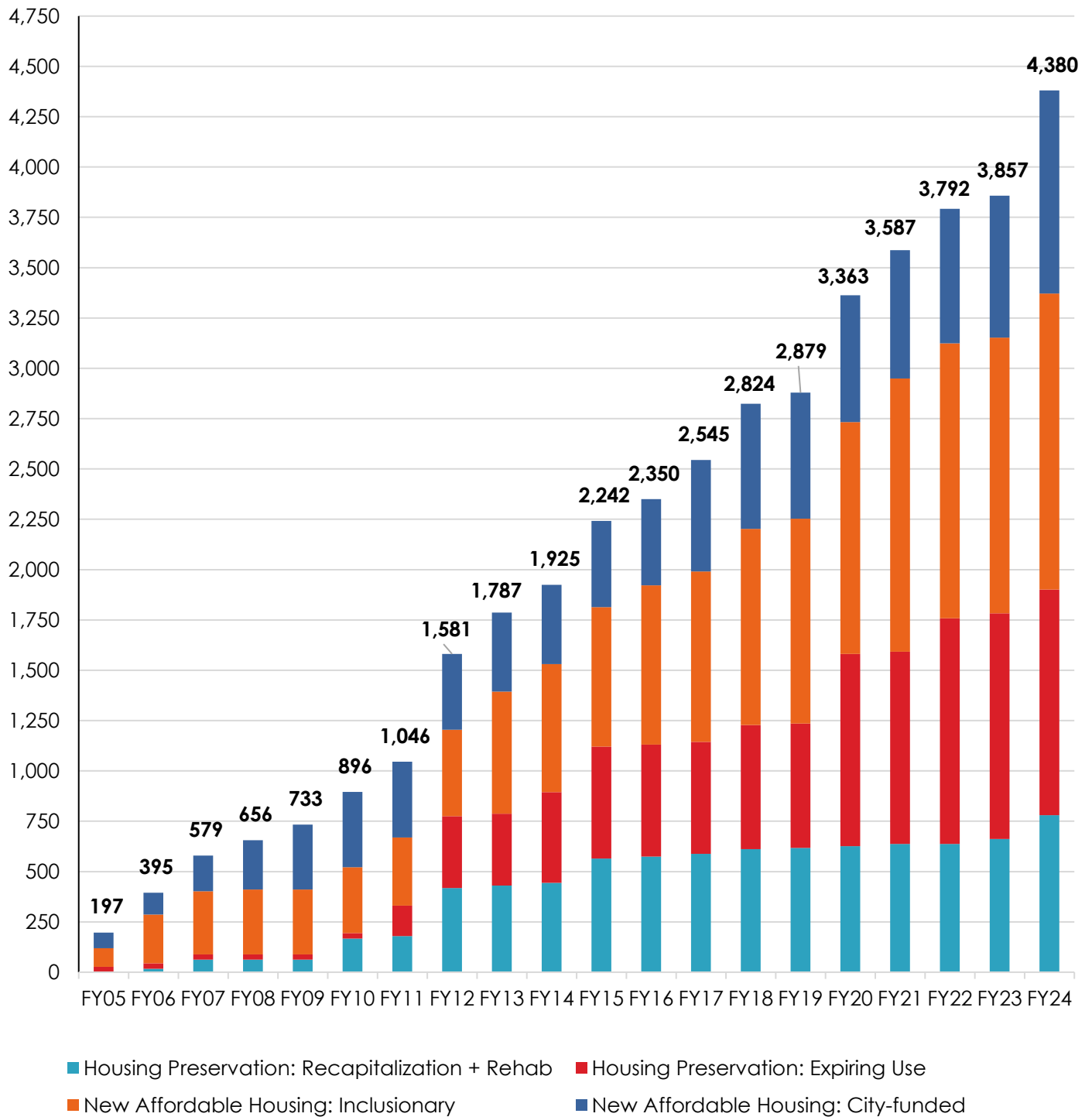
Clean Fleet Progress by Vehicle Type



Since adopting the Municipal Clean Fleet Policy in February 2023, the City has made significant progress in electrifying its fleet. By FY24, 17% of the fleet consisted of all-electric and plug-in hybrid vehicles, while internal combustion vehicles decreased from 83% to 60%. This includes vehicles of all classes, from light- to heavy-duty.

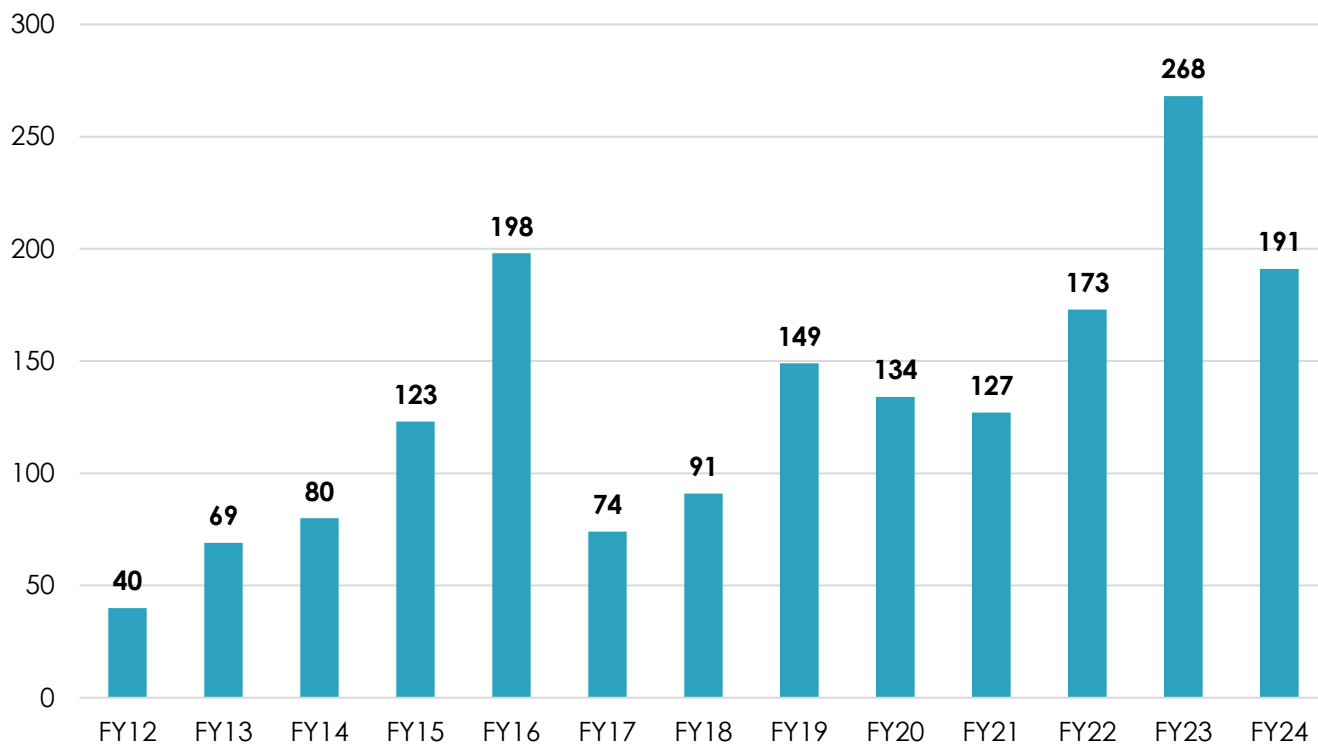
BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT

Affordable Housing Creation & Preservation (cumulative units)

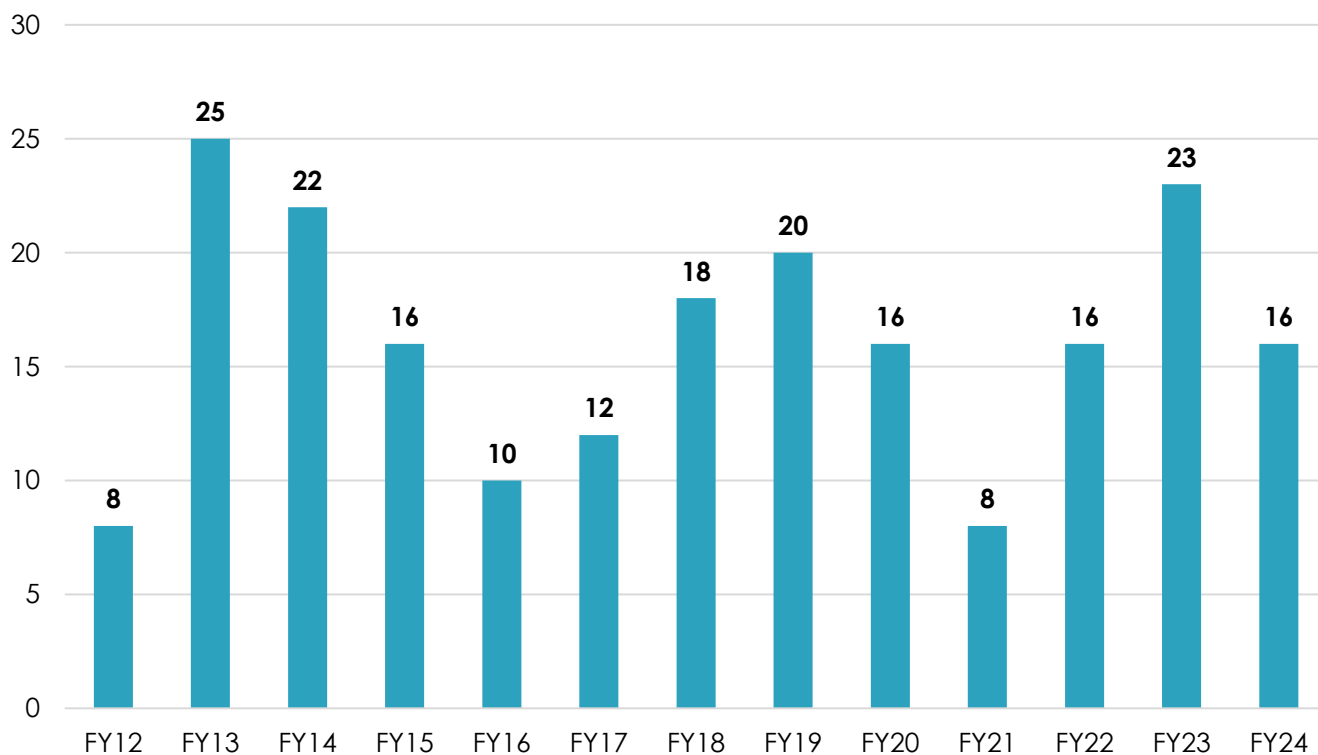


BENCHMARKS – COMMUNITY MAINTENANCE & DEVELOPMENT

Newly Housed Applicants - Inclusionary Rental Housing



Purchasers of City-assisted Affordable Homes



BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

FY24 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	5,030	18,775	976,393	21.45	161,416	112,510	\$660.28
Brookline	8,433	32,067	1,057,088	16.90	79,489	121,468	\$575.62
Cambridge	17,613	104,442	1,805,299	15.24	234,712	198,810	\$1,089.55
Lexington	3,299	29,080	809,561	23.76	106,450	147,405	\$1,071.83
Newton	3,377	41,608	1,539,767	17.62	238,486	211,431	\$1,934.58
Quincy	7,428	28,369	772,333	7.59	41,439	28,790	\$614.13
Somerville	8,894	24,750	627,642	7.87	107,149	50,112	\$403.51
Waltham	3,336	30,964	551,330	8.61	75,534	63,562	\$1,039.25
Watertown	3,419	57,796	813,715	23.23	91,821	71,078	\$1,151.04
Wellesley	7,129	46,425	665,333	21.80	73,213	103,737	\$489.52
Worcester	5,960	88,260	803,283	3.91	35,636	53,422	\$1,551.09
Average	6,720	45,685	947,431	15	113,213	105,666	\$962.00

POSITION LIST

SUMMARY BY DEPARTMENT	FY24 STAFF POSITIONS	FY25 STAFF POSITIONS	FY26 STAFF POSITIONS	FY26 TO FY25 VARIANCE
GENERAL GOVERNMENT				
Arts Council	6	6	6	0
City Clerk	11	12	12	0
City Council	10	10	10	0
Election Commission	12	12	12	0
Equity & Inclusion	7	8	8	0
Executive	24	24	24	0
Finance	97	100	99	(1)
Human Resources	21	23	23	0
Law	16	16	16	0
Mayor	6	6	6	0
PUBLIC SAFETY				
Animal Commission	5	5	5	0
Community Safety	14	15	15	0
Emergency Communications	62	64	64	0
Fire	300	300	299	(1)
Inspectional Services	31	31	31	0
License Commission	11	12	12	0
Police	334	335	339	4
Transportation	93	93	93	0
COMMUNITY MAINTENANCE AND DEVELOPMENT				
Cable Television	4	5	5	0
Capital Building Projects	8	9	10	1
Community Development	78	51	51	0
Historical Commission	7	7	7	0
Housing	N/A	17	19	2
Office of Sustainability	N/A	10	10	0
Peace Commission	1	1	1	0
Public Works	273	274	274	0
Water	61	61	61	0
HUMAN RESOURCE DEVELOPMENT				
Commission on the Status of Women	3	3	3	0
Human Rights Commission	4	4	4	0
Human Service Programs	214	239	252	13
Library	91	93	93	0
Veterans Services	5	5	5	0
GRAND TOTAL	1,809	1,851	1,869	18

There is a detailed list of new positions on page I-20. In addition, a part-time Recreation position in Human Service Programs was converted to full-time. Vacant, administrative positions in Auditing and Fire were eliminated.

There is a detailed listing of all positions at <https://www.cambridgema.gov/fy26positionlist>.