

SECTION II

CITY OVERVIEW

GUIDE TO THE BUDGET

The FY25 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 FY25 budget. Additionally, there is an important message highlighting the efforts of the Cambridge Anti-Racism, Equity, and Inclusion Initiative (CAEII) focusing on the work of 6 departments. This section also includes information on the total expenditures in several priority areas identified by the City Council along with an overview of ARPA expenditures.
- 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 FY23-25.
- III. **Financial Summaries:** This section includes summaries of the FY25 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, with the exception of capital projects that will be funded by bond proceeds.
- VIII. **Glossary & Index:** This section contains a glossary of budget-related terms, a helpful acronym table, an index, and photo credits.

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

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 with providing financial resources for a robust level of services and an ambitious capital plan for the Cambridge community.

The Finance Department's success is reflected by the City's longstanding AAA bond rating and FY23 Certified Free Cash balance of \$192.3 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 FY25, 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	FY23 ACTUAL	FY24 PROJECTED	FY25 BUDGET
CHARGES FOR SERVICES	\$516,640	\$505,000	\$520,000
INTERGOVERNMENTAL REVENUE	\$551,525	\$551,515	\$627,230
MISCELLANEOUS REVENUE	\$8,731,885	\$6,660,000	\$5,100,000
TAXES	\$23,065,160	\$31,735,870	\$20,232,460
TOTAL BUDGETED REVENUE	\$32,865,210	\$39,452,385	\$26,479,690
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$14,487,005	\$15,336,010	\$17,358,500
OTHER ORDINARY MAINTENANCE	\$7,109,825	\$7,869,015	\$8,909,115
TRAVEL & TRAINING	\$152,345	\$140,315	\$149,275
EXTRAORDINARY EXPENDITURES	\$1,079,885	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$22,829,060	\$23,408,140	\$26,479,690
FULL-TIME BUDGETED EMPLOYEES	94	97	99

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 (FY23 actual), current fiscal year (FY24 projected), and budgeted fiscal year (FY25 budget). Personnel counts do not include part-time employees or grant-funded positions.

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 assists departments, the City Council, residents, and other stakeholders with research, analysis, and support with budget procedures and other fiscal matters.

In FY25, the Budget Office will continue to work with fiscal staff, the City Manager's Office, and departments to monitor budgeted expenditures, revenues, and projections in order to ensure that the City maintains the ability to support and expand key community programs and initiatives. The Budget Office will also continue to explore ways to enhance community and City Council engagement in the budget process and ensure that the Budget reflects City Council goals and community priorities.

In FY24 the Budget Office launched the 10th cycle of Participatory Budgeting (PB) in Cambridge. The City allocated a record high \$2,065,000 for the 10th cycle, which is incorporated into the FY25 Budget. In addition, the City expanded the types of PB projects eligible for funding to include both capital and operating projects. The FY25 funding will enable the implementation of eight winning projects that benefit the public and help align the FY25 Budget with the priorities of Cambridge residents and local partners. Since its inaugural cycle, the City has allocated more than \$9.5 million to projects selected through the PB process. Over 10,500 Cambridge residents age 12 and older participated in the March 2024 vote, representing a 20% increase in participation from the previous PB cycle.





PB10 vote results party celebration

3

4

FY25 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	FY23 ACTUAL	FY24 PROJECTED	FY25 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	8,707	10,522	12,000

6

BUDGET DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY23 ACTUAL	FY24 PROJECTED	FY25 BUDGET
SALARIES & WAGES	\$693,065	\$776,155	\$907,590
OTHER ORDINARY MAINTENANCE	\$116,610	\$124,750	\$137,750
TRAVEL & TRAINING	\$3,440	\$3,650	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$813,115	\$904,555	\$1,050,440
FULL-TIME BUDGETED EMPLOYEES	4	4	4

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 FY25.

2

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

3

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

4

This section presents the division's objectives for FY25. Many objectives directly further City Council goals, as 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

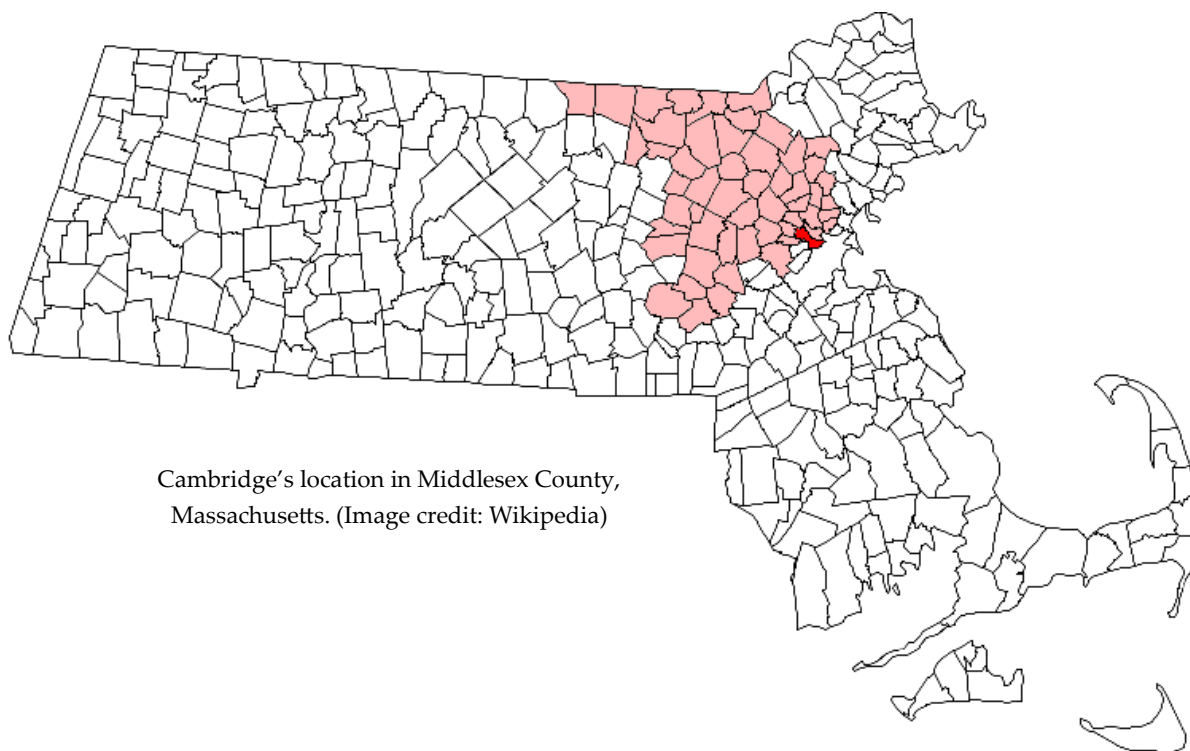
GENERAL GOVERNMENT 1

FINANCE: PARTICIPATORY BUDGETING

2	FY25 PROJECT DESCRIPTION	CITY COUNCIL GOALS					
	<p>More than 10,500 Cambridge residents age 12 and older voted in the City's tenth Participatory Budgeting (PB) vote in March 2024. Over 1,100 project ideas were submitted and \$2,065,000 in FY25 funds will be allocated to the eight winning projects. The winning projects are as follows: Free Menstrual Care and Infant Hygiene Products (\$85,000), Additional Supplies for Unhoused Residents (\$50,000), Expanding Space for Street Trees (\$100,000), Improve Safety for Pedestrians (\$400,000), Smart Traps for Rat Reduction (\$360,000), Smart Recycling and Trash Compactors (\$120,000), Shaded Seats on Hot Streets (\$450,000), Public Toilet for Park Upgrade (\$500,000). More project details can be found online at pb.cambridgema.gov.</p>						
4	IMPACT ON OPERATING BUDGET						
	<p>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.).</p>						
5	5-YEAR APPROPRIATION PLAN						
	FUNDING SOURCE	FY25	FY26	FY27	FY28	FY29	TOTAL
	Free Cash	\$1,065,000	\$0	\$0	\$0	\$0	\$1,065,000
	Property Taxes	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
GRAND TOTAL		\$2,065,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$6,065,000
6	FY26-FY29 FUNDING						
	<p>The City plans to continue investing in community engagement through Participatory Budgeting through FY29.</p>						
7	PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS					
		<p>The City has allocated more than \$7.4 million to 64 PB capital projects between FY16-FY24. The winning projects from those cycles include digital equity learning supplies, public art murals, trees, water fountains, electric vehicle infrastructure, youth center upgrades, resources for homeless residents, and many others.</p>					
		8					

- 1 Public Investment project pages begin by listing the function the project falls under (e.g. General Government, Public Safety) at the top, followed by the project title.
- 2 This section describes the work that will be done with FY25 capital funds.
- 3 Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section III for a list of City Council goals and corresponding icons.
- 4 This section describes how the project will financially impact the operating budget (if at all).
- 5 The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- 6 This section describes how future funding allocations will be used.
- 7 Projects include an image to provide further context for the work that will be done.
- 8 This section describes how prior year funding for the project (if any exists) was used.

CITY OF CAMBRIDGE PROFILE



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

The City of Cambridge is 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 2020 U.S. Census reported 118,403 residents in Cambridge.

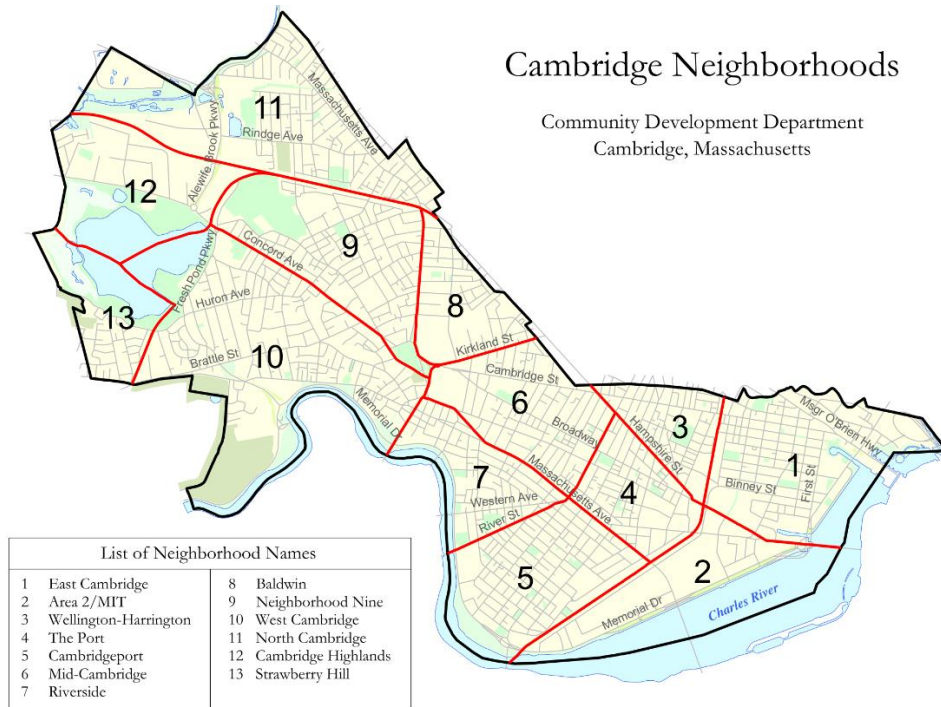
Originally inhabited by the Algonquin Native American tribe, which had largely vacated the area years earlier, the region which now includes Cambridge was settled by Europeans from the Massachusetts Bay Company in 1630. Cambridge was founded as Newtowne in 1630 and served as the capital of Massachusetts Bay Colony until 1634. The name was changed to Cambridge in 1638, and it became a city in 1846. Since 1942, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the City itself was settled. It is also home to the Massachusetts Institute of Technology (MIT), Lesley University, and the Hult International School of Business. More than one-fifth of residents are students, and approximately one in six of all jobs are at these institutions. Yet Cambridge is more than a university city; it features high-tech workers and professionals, political activists, street musicians, and immigrants from around the world.

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: U.S. Census Bureau)

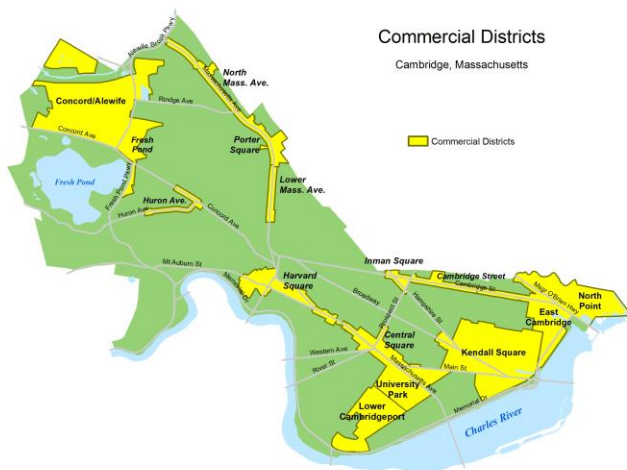


- Cambridge is a city of thirteen neighborhoods, ranging in population from 1,646 (Cambridge Highlands) to 15,372 (North Cambridge). (Source: U.S. Census Bureau)
- 30% of residents are foreign born. Of those, 48% were born in Asia, 22% were born in Europe, and 18% were born in Latin America and the Caribbean. (Source: 2018-22 American Community Survey (ACS))
- 35% of residents speak a language other than English at home. Of these, 19% speak Spanish, 37% speak another Indo-European language, and 33% speak an Asian language. The remainder use a wide variety of languages. (Source: 2018-22 ACS)
- Cambridge is a city of renters. 66% of all households rent; 34% own. (Source: 2018-22 ACS)
- Cambridge residents have a median household income of \$121,539 and a median family income of \$160,739. (Source: 2018-22 ACS)
- The Census recorded 49,475 households in the most recent five-year ACS. Of these, 36% are single person households (one of the largest proportions in Massachusetts); 40% are family households; 10% include unmarried partners, and 13% consist of roommates. (Source: 2018-22 ACS)
- An estimated 19,842 families reside in Cambridge; 40% are families with children under 18. (Source: 2018-22 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: 2018-22 ACS)

CITY OF CAMBRIDGE PROFILE

ECONOMIC SUMMARY (SOURCE: CDD)

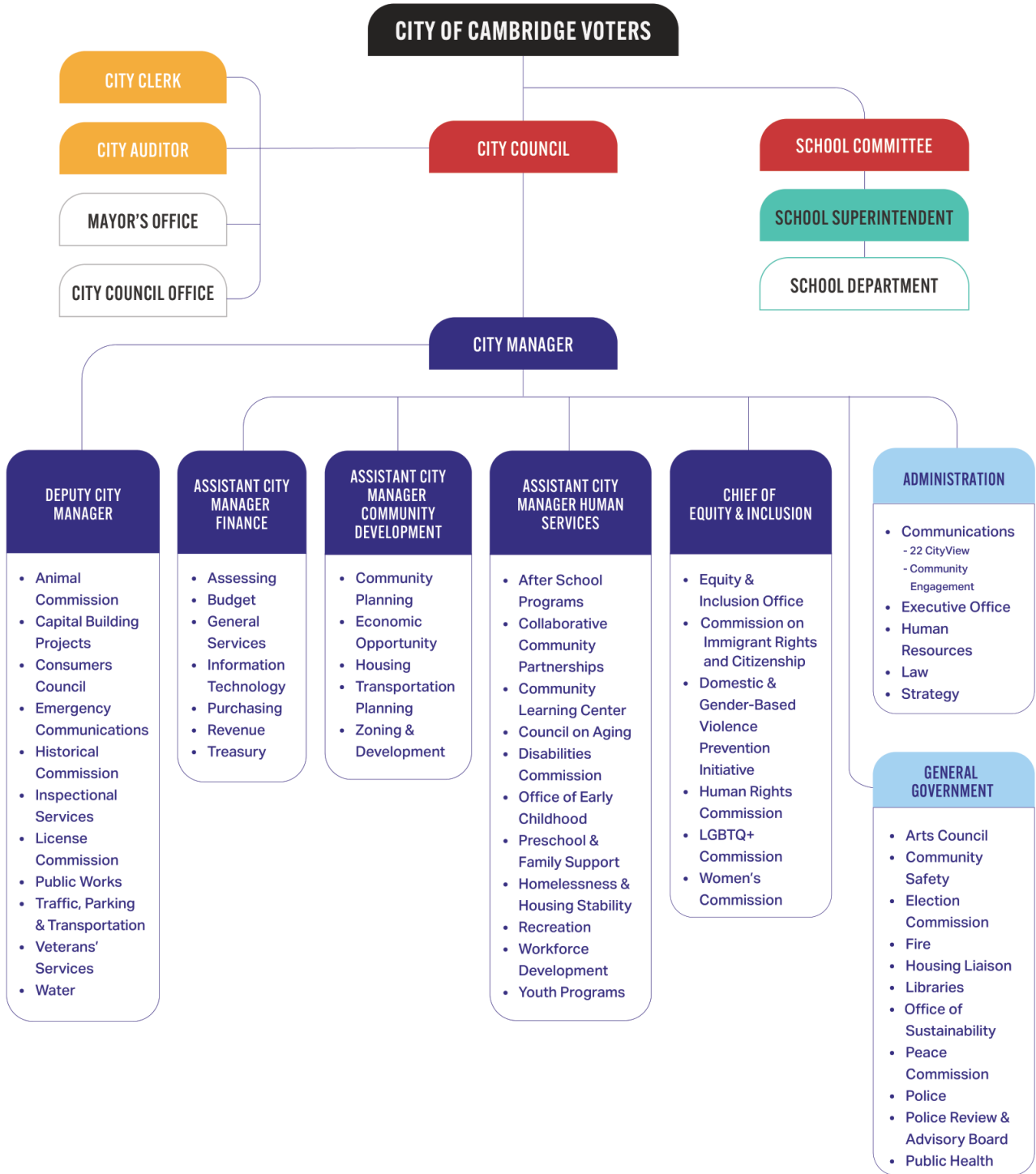
- The City’s 2022 per capita personal income of \$93,899 is equivalent to the Boston metro area average and higher than the Massachusetts and U.S. averages (Source: US Bureau of Economic Analysis, 2023).
- 2023 Quarter 2 employment totaled 151,304 jobs, with private sector employment comprising 95.3% of total jobs. (Source: MA DUA, 2024)
- Cambridge's February 2024 unadjusted unemployment rate was 2.4%. The rate remains lower than those of the Boston Primary Metropolitan Statistical Area, Massachusetts, and United States. (Source: MA DUA, 2024)
- Cambridge continues to maintain a high job to resident ratio, with 1.3 jobs for each resident. (Source: CDD, 2024)
- Professional and business services lead the way among employment sectors, followed by education and health services. (Source: MA DUA, 2024)
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 21,500 people. Preeminent research institutions like Harvard, MIT, the Broad Institute, and the Whitehead Institute act as a magnet for commercial investment in the city and drive innovation. (Source: CDD, 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. 16 of the 20 largest biotechnology companies in Massachusetts have a major presence in Cambridge, and nine of the top ten either have their headquarters or major regional or national offices here – Takeda, Sanofi, Biogen, Novartis, Moderna, Bristol Myers Squibb, AbbVie, Alnylam, and Pfizer. (Source: Mass Bio, 2023; 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, 2023)
- Underpinning the boom in real estate investment activity is the city's increasing volume of venture capital and angel capital investments in startups and growing companies.



COMMUNITY INFORMATION

Number of City Pools	2
Number of Community Schools	12
Number of Parks & Play Areas	84
Number of Public Golf Courses	1
Number of Senior Citizen Centers	2
Number of Youth Centers	5

CITY OF CAMBRIDGE ORGANIZATIONAL CHART



DEPARTMENT DIRECTORY

<p>ANIMAL COMMISSION</p>		<p>Director: Christina Correia Address: 344 Broadway, 1st Floor Phone: (617) 349-4376 Email: animalcommission@cambridgema.gov Website: http://www.cambridgema.gov/animal</p>
<p>ASSESSING</p>		<p>Director: Gayle Willett Address: 795 Massachusetts Avenue, Ground Floor Phone: (617) 349-4343 Email: assessors@cambridgema.gov Website: http://www.cambridgema.gov/assess</p>
<p>AUDITING</p>		<p>City Auditor: Joseph McCann Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4240 Email: jmccann@cambridgema.gov Website: http://www.cambridgema.gov/audit</p>
<p>BUDGET OFFICE</p>		<p>Director: Taha Jennings Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4268 Email: tjennings@cambridgema.gov Website: http://www.cambridgema.gov/budget</p>
<p>CAMBRIDGE ARTS COUNCIL</p>		<p>Executive Director: Jason Weeks Address: 344 Broadway, 2nd Floor Phone: (617) 349-4380 Email: cambridgearts@cambridgema.gov Website: http://www.cambridgema.gov/arts</p>
<p>CAMBRIDGE FIRE</p>		<p>Acting Fire Chief: Thomas Cahill Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: http://www.cambridgema.gov/cfd</p>
<p>CAPITAL BUILDING PROJECTS</p>		<p>Director: Vacant Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: http://www.cambridgema.gov/cmanager</p>
<p>CITY CLERK</p>		<p>City Clerk: Diane LeBlanc Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4260 Email: clerk@cambridgema.gov Website: http://www.cambridgema.gov/cityclerk</p>
<p>CITY COUNCIL</p>		<p>Executive Assistant to the City Council: Naomie Stephen Address: 795 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4280 Email: council@cambridgema.gov Website: http://www.cambridgema.gov/ccouncil</p>

DEPARTMENT DIRECTORY

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

DEPARTMENT DIRECTORY

<p>FINANCE DEPARTMENT</p>		<p>Assistant City Manager for Fiscal Affairs: Claire Spinner Address: 795 Massachusetts Avenue, 1st Floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance</p>
<p>HISTORICAL COMMISSION</p>		<p>Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: http://www.cambridgema.gov/historic</p>
<p>HOUSING</p>		<p>Director: Chris Cotter Address: 344 Broadway Phone: (617) 349-4634 Email: ccotter@cambridgema.gov Website: http://www.cambridgema.gov/CDD</p>
<p>HUMAN RESOURCES</p>		<p>Chief People Officer: Rae Catchings Address: 689 Massachusetts Avenue Phone: (617) 349-4332 Email: rcatchings@cambridgema.gov Website: http://www.cambridgema.gov/personnel</p>
<p>HUMAN RIGHTS COMMISSION</p>		<p>Executive Director: Carolina Almonte, Esq. Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4396 Email: hrc@cambridgema.gov Website: http://www.cambridgema.gov/hrc</p>
<p>HUMAN SERVICE PROGRAMS</p>		<p>Assistant City Manager for Human Services: Ellen Semonoff Address: 51 Inman Street, 3rd Floor Phone: (617) 349-6200 Email: askdhsp@cambridgema.gov Website: http://www.cambridgema.gov/dhsp</p>
<p>INFORMATION TECHNOLOGY DEPARTMENT</p>		<p>Chief Information Officer: Patrick McCormick Address: 831 Massachusetts Avenue, 2nd Floor Phone: 617-349-9190 Email: pmccormick@cambridgema.gov Website: http://www.cambridgema.gov/itd</p>
<p>INSPECTIONAL SERVICES</p>		<p>Commissioner: Peter McLaughlin Address: 831 Massachusetts Avenue, 1st Floor Phone: (617) 349-6100 Email: inspectionalservices@cambridgema.gov Website: http://www.cambridgema.gov/inspection</p>
<p>LAW DEPARTMENT</p>		<p>Acting City Solicitor: Megan Bayer Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4121 Email: mbayer@cambridgema.gov Website: http://www.cambridgema.gov/law</p>

DEPARTMENT DIRECTORY

<p>LIBRARY</p>		<p>Director: Maria McCauley Address: 449 Broadway Phone: (617) 349-4040 Email: mmcauley@cambridgema.gov Website: http://www.cambridgema.gov/cpl</p>
<p>LICENSE COMMISSION</p>		<p>Chairperson: Nicole Murati Ferrer Address: 831 Massachusetts Avenue, 1st Floor Phone: (617) 349-6140 Email: license@cambridgema.gov Website: http://www.cambridgema.gov/license</p>
<p>MAYOR'S OFFICE</p>		<p>Mayor: E. Denise Simmons Address: 795 Massachusetts Avenue, 2nd Floor Phone: (617) 349-4321 Email: dsimmons@cambridgema.gov Website: http://www.cambridgema.gov/mayor</p>
<p>OFFICE OF SUSTAINABILITY</p>		<p>Chief of Climate: Vacant Address: 344 Broadway Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: www.cambridgema.gov/CDD</p>
<p>PEACE COMMISSION</p>		<p>Executive Director: Brian Corr Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4694 Email: peace@cambridgema.gov Website: http://www.cambridgema.gov/peace</p>
<p>POLICE</p>		<p>Commissioner: Christine Elow Address: 125 Sixth Street Phone: (617) 349-3300 Email: pio@cambridgepolice.org Website: http://www.cambridgema.gov/cpd</p>
<p>POLICE REVIEW & ADVISORY BOARD</p>		<p>Executive Secretary: Brian Corr Address: 51 Inman Street, 2nd Floor Phone: (617) 349-6155 Email: bcorr@cambridgema.gov Website: http://www.cambridgema.gov/prab</p>
<p>PUBLIC WORKS</p>		<p>Commissioner: Katherine Watkins Address: 147 Hampshire Street Phone: (617) 349-4800 Email: theworks@cambridgema.gov Website: http://www.cambridgema.gov/theworks</p>
<p>PURCHASING</p>		<p>Director: Elizabeth Unger Address: 5 Bigelow Street Phone: (617) 349-4310 Email: eunger@cambridgema.gov Website: http://www.cambridgema.gov/purchasing</p>

DEPARTMENT DIRECTORY

<p>SCHOOL DEPARTMENT</p>		<p>Superintendent: Dr. Victoria Greer Address: 135 Berkshire Street Phone: (617) 349-6400 Email: vgreer@cpsd.us Website: http://www.cpsd.us</p>
<p>TRAFFIC, PARKING & TRANSPORTATION</p>		<p>Transportation Commissioner: Brooke McKenna Address: 344 Broadway Street, 2nd Floor Phone: (617) 349-4700 Email: trafficfeedback@cambridgema.gov Website: http://www.cambridgema.gov/traffic</p>
<p>REVENUE/ TREASURY</p>		<p>Assistant Finance Director: Michele Kincaid Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance</p>
<p>VETERANS' SERVICES</p>		<p>Director: Neil MacInnes-Barker Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4760 Email: nmacinnes@cambridgema.gov Website: http://www.cambridgema.gov/vet</p>
<p>WATER DEPARTMENT</p>		<p>Managing Director: Mark Gallagher Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: cwd@cambridgema.gov Website: http://www.cambridgema.gov/water</p>
<p>WOMEN'S COMMISSION</p>		<p>Executive Director: Kimberly Sansoucy Address: 51 Inman Street, 2nd Floor Phone: (617) 349-4697 Email: ksansoucy@cambridgema.gov Website: http://www.cambridgewomenscommission.org</p>
<p>22-CITYVIEW</p>		<p>Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617)348-4296 Email: clindsay@cambridgema.gov Website: http://www.cambridgema.gov/22cityview</p>

BENCHMARKS – GENERAL GOVERNMENT

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

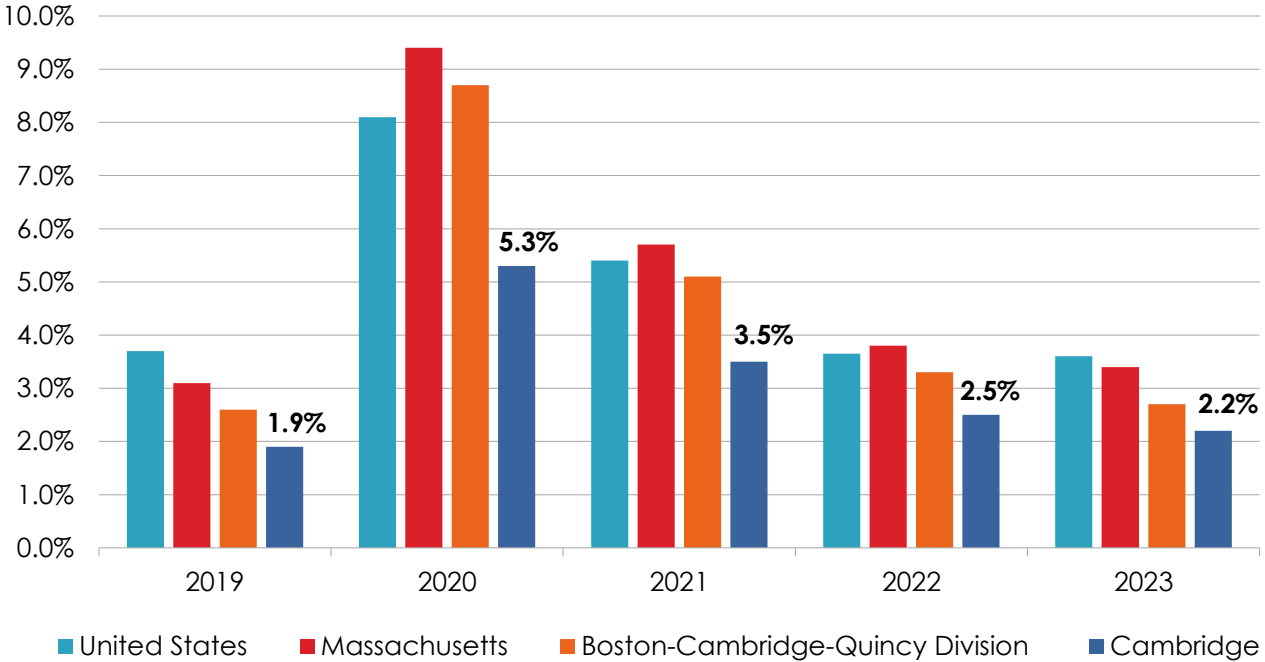
PER CAPITA PERSONAL INCOME¹

	2018	2019	2020	2021	2022	AVERAGE
United States	\$62,321	\$63,780	\$67,029	\$69,643	\$65,470	\$65,649
Massachusetts	\$80,893	\$83,084	\$87,697	\$90,214	\$84,561	\$85,290
Boston MSA ²	\$89,543	\$91,932	\$95,959	\$99,878	\$94,082	\$94,279
Cambridge³	\$89,046	\$91,996	\$95,921	\$99,604	\$93,899	\$94,093
Cambridge as % of MA	110.1%	110.7%	109.4%	110.4%	111.0%	110.0%
Cambridge as % of USA	142.9%	144.2%	143.1%	143.0%	143.4%	143.0%

1. All dollar amounts are adjusted to 2022 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 2023.

Annual Unemployment Rates



Source: Mass Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data, 2023.

BENCHMARKS – GENERAL GOVERNMENT

JOBS BY SECTOR

SECTOR	2021		2022	
Other Goods Producing	2	0.0%	3	0.0%
Construction	659	0.5%	763	0.5%
Manufacturing	2,482	1.8%	2,576	1.7%
Trade, Transportation & Utilities	8,708	6.3%	9,539	6.4%
Information	7,632	5.5%	9,676	6.5%
Financial Activities	4,315	3.1%	4,541	3.0%
Professional and Business Services	58,972	42.5%	63,918	42.8%
Education and Health Services	40,171	29.0%	40,443	27.1%
Leisure and Hospitality	6,890	5.0%	8,978	6.0%
Other Services	2,081	1.5%	2,077	1.4%
Government	6,746	4.9%	6,912	4.6%
TOTAL	138,658	100.0%	149,426	100.0%

Source: MA Executive Office of Labor and Workforce Development, 2023.

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS – DECEMBER 2023¹

2023 Rank	Employer	2023 Employees	Industry	2022 Employees	2022 Rank
1	Harvard University	13,299	Higher Education	12,553	1
2	Massachusetts Inst. Of Technology	9,043	Higher Education	9,043	2
3	Cambridge Innovation Center ²	3,883	Start Up Incubator	3,499	4
4	City of Cambridge ³	3,594	Government	3,480	5
5	Takeda Pharmaceuticals/Millennium	3,504	Biotechnology	3,634	3
6	Sanofi	2,433	Biotechnology	2,200	7
7	Novartis Inst. for Biomedical Research	2,188	Biotechnology	2,254	6
8	Google	2,100	Software & Internet	2,100	9
9	Broad Institute	1,936	Research & Development	2,119	8
10	HubSpot	1,771	Software & Internet	1,771	13
11	Draper Laboratory	1,656	Research & Development	1,665	14
12	Moderna Therapeutics	1,615	Biotechnology	1,087	19
13	Phillips North America	1,600	Electronics & health Technology	2,000	10
14	Akamai Technologies	1,593	Software & Internet	1,533	15
15	Cambridge Health Alliance	1,534	Healthcare	1,934	11

1. All figures collected between 09/23 and 12/23, 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 809 firms.
3. City of Cambridge figures include School Department employees.

Source: Cambridge Community Development Department and cited employers, 2023.

BENCHMARKS – GENERAL GOVERNMENT

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

COMMUNITY	FY22	FY23	FY24
Cambridge*	\$5.92	\$5.86	\$5.92
Newton	\$10.52	\$10.18	\$9.76
Brookline*	\$10.19	\$9.97	\$9.77
Somerville*	\$10.18	\$10.34	\$10.52
Boston*	\$10.88	\$10.74	\$10.90
Watertown*	\$13.25	\$13.58	\$11.70

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

HOUSING

Condominium	\$750,900	\$1,527
Single Family	\$1,754,550	\$7,468
Two Family	\$1,596,900	\$6,535
Three Family	\$1,848,300	\$8,023

*Includes residential exemption.

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

COMMUNITY	FY22	FY23	FY24
Cambridge	\$11.23	\$10.38	\$10.46
Brookline	\$16.56	\$16.70	\$16.41
Somerville	\$16.85	\$17.35	\$18.20
Newton	\$19.95	\$19.07	\$18.33
Watertown	\$21.28	\$19.73	\$23.08
Boston	\$24.98	\$24.68	\$25.27

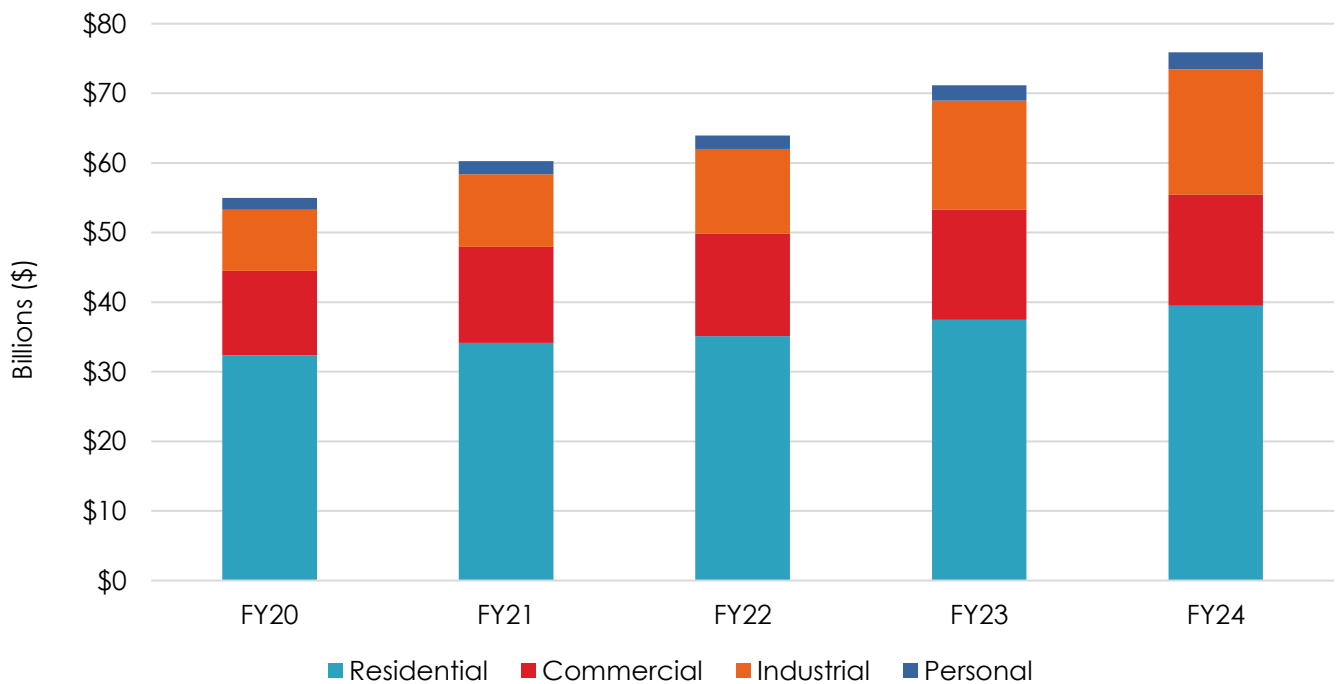
BENCHMARKS – GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY24

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Mass. Institute of Technology	Education*	\$8,739,820,100	11.5%	\$88,822,985	15.4%
2	Alexandria Real Estate	Commercial	\$4,149,467,200	5.5%	\$43,390,737	7.5%
3	BioMed Realty Trust	Commercial	\$2,820,715,800	3.7%	\$23,717,700	4.1%
4	Boston Properties	Commercial	\$2,266,446,500	3.0%	\$20,628,080	3.6%
5	DivcoWest	Commercial	\$1,806,658,100	2.4%	\$16,956,345	2.9%
6	Healthpeak	Commercial	\$1,361,912,000	1.8%	\$14,209,012	2.5%
7	MBA-Rogers Street, LLC	Commercial	\$886,353,400	1.2%	\$9,189,593	1.6%
8	RREEF American Reit II Corp	Commercial	\$651,795,000	0.9%	\$7,022,309	1.2%
9	Presidents and Fellows of Harvard College	Education*	\$857,078,300	1.1%	\$6,274,788	1.1%
10	Novartis Pharmaceuticals	Commercial	\$517,111,800	0.7%	\$5,408,989	0.9%
TOTAL FOR TOP 10 TAXPAYERS			\$24,057,358,200	31.7%	\$235,620,538	40.9%
TOTAL FY24 ASSESSED VALUATION			\$75,883,594,799			
TOTAL FY24 TAX LEVY					\$575,418,488	

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

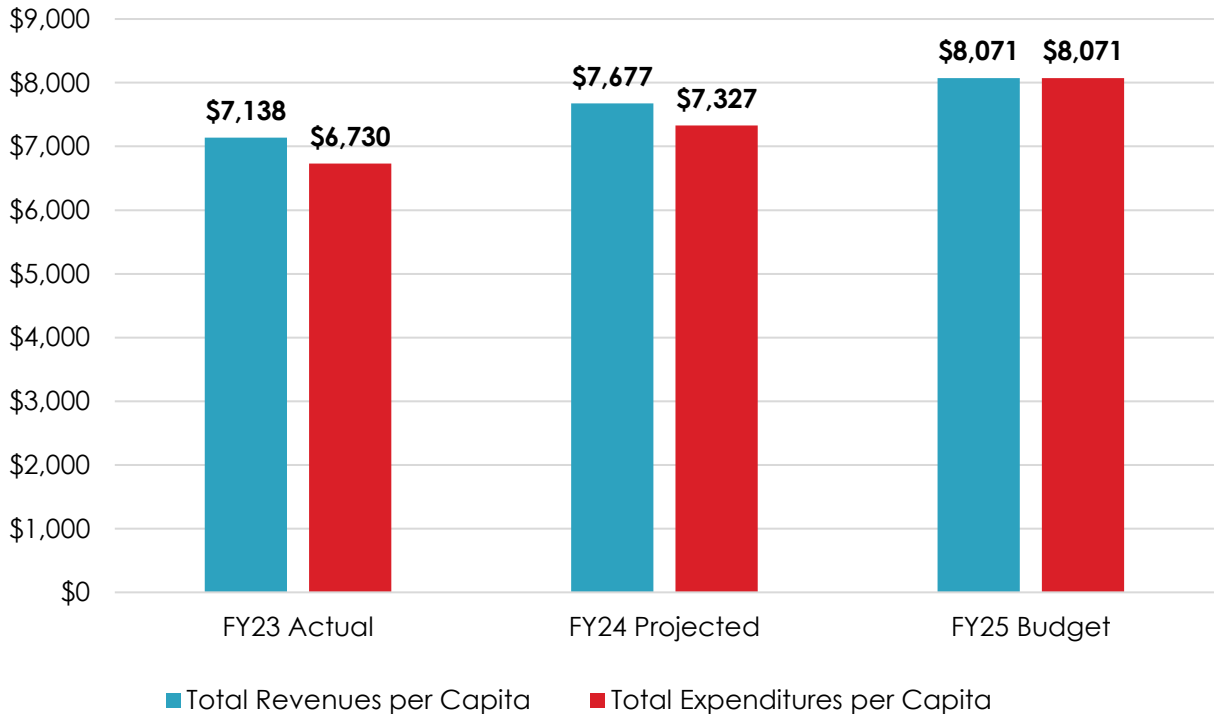
Assessed Valuation



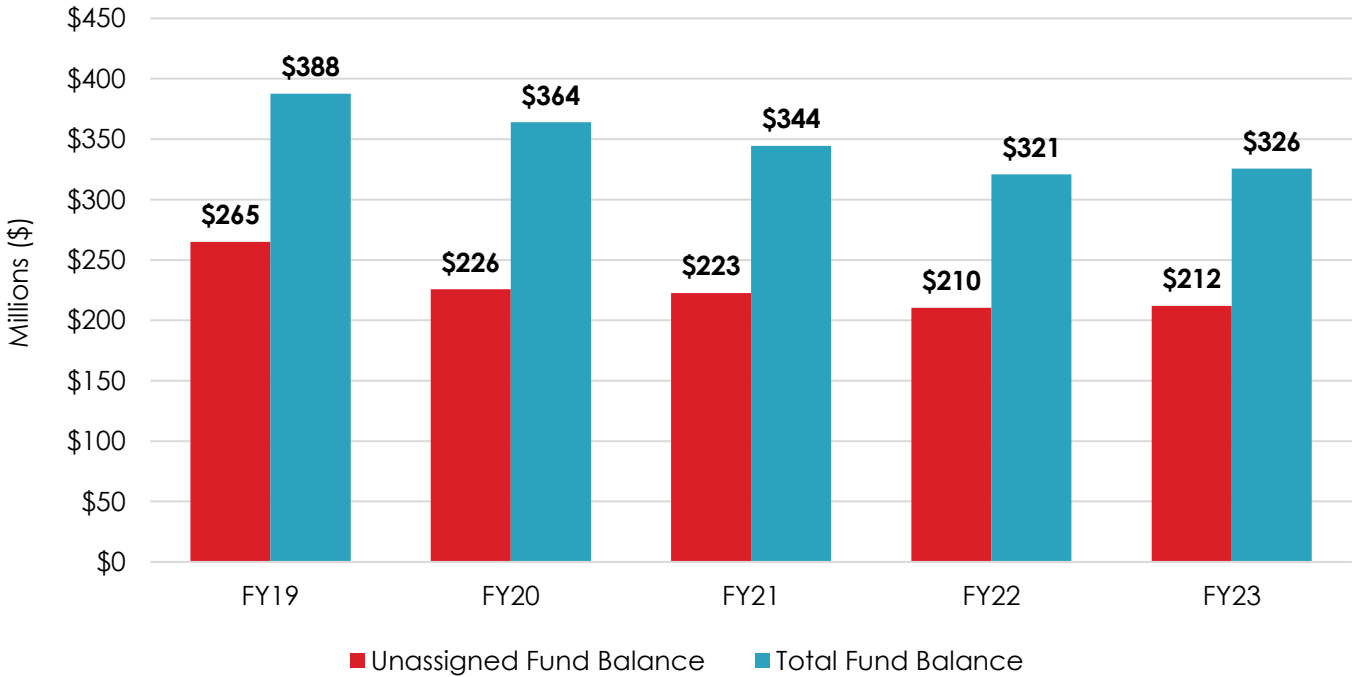
Source: City of Cambridge, Assessing Department.

BENCHMARKS – GENERAL GOVERNMENT

City of Cambridge per Capita Revenue and Expenditures

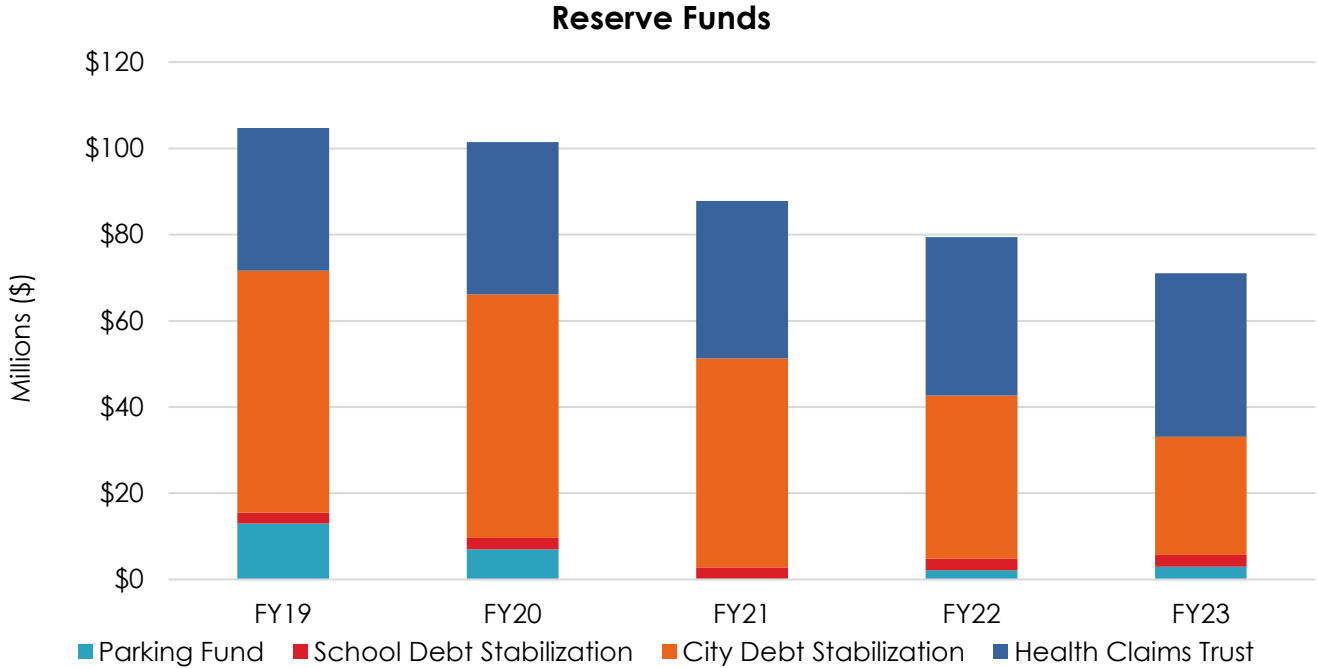


General Fund Balances

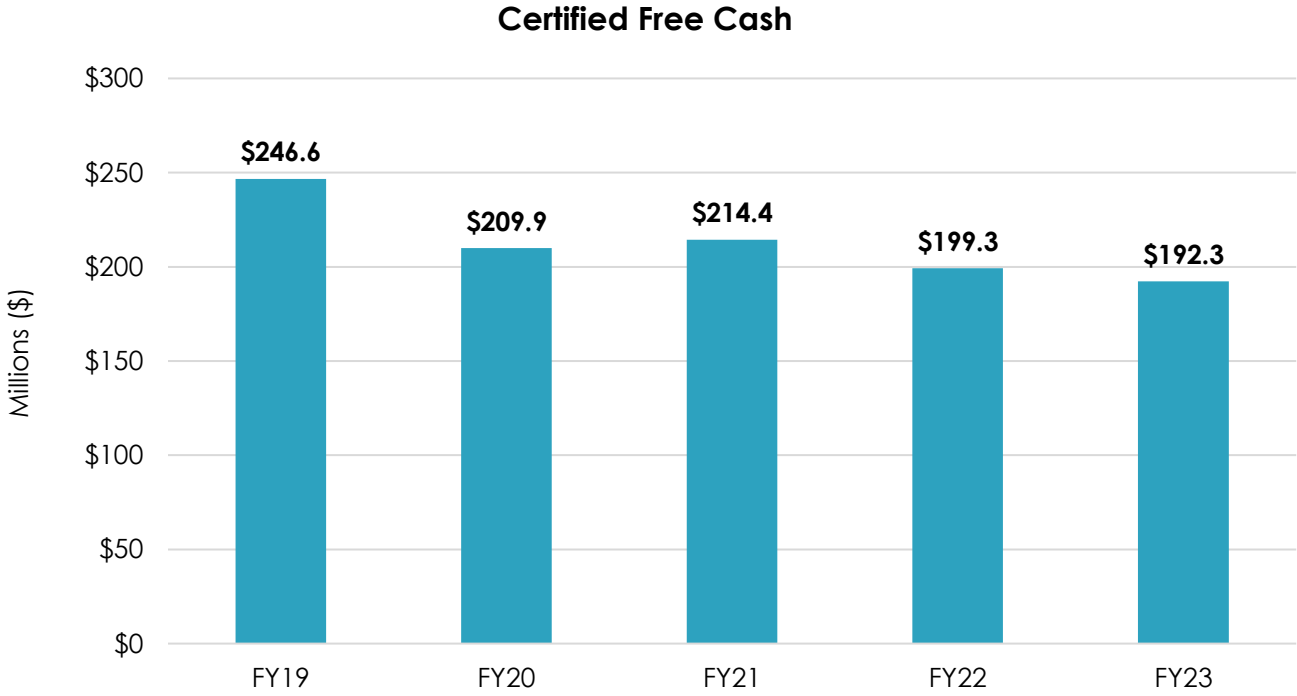


Note: The General Fund serves as the chief operating fund of the City. Source: City of Cambridge, FY19-FY23 ACFRs.

BENCHMARKS – GENERAL GOVERNMENT



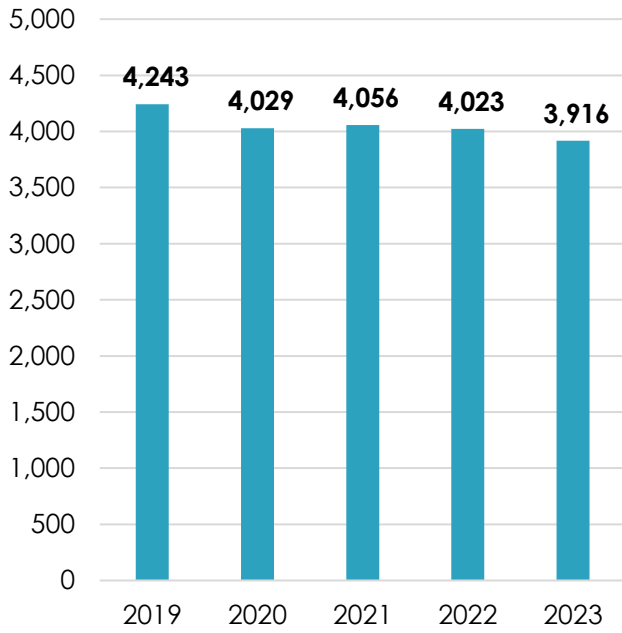
Note: Reserve funds protect the City from unexpected expenses and potential shortfalls in revenue. Source: City of Cambridge, Finance Department.



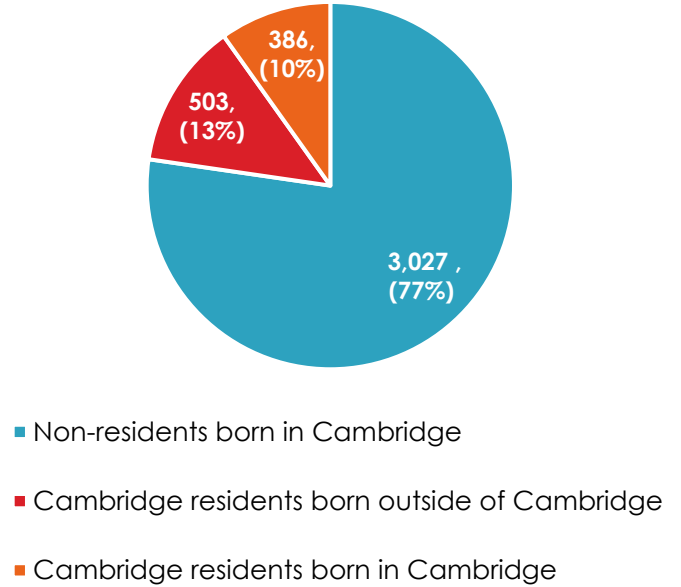
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue’s Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown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

BENCHMARKS – GENERAL GOVERNMENT

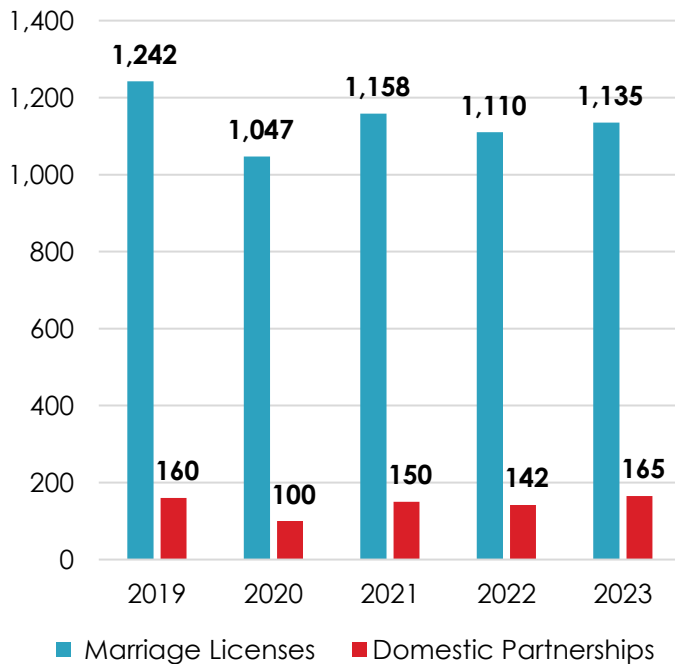
Births Recorded in Cambridge



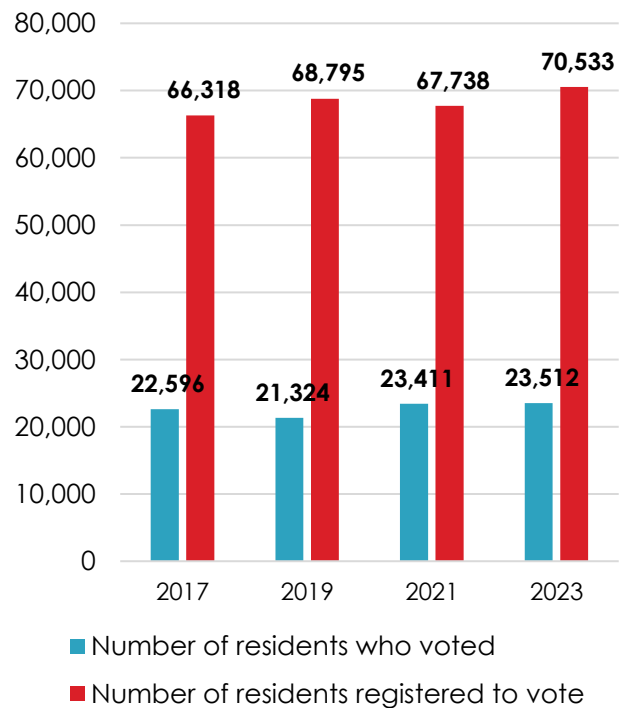
Births Recorded in Cambridge in 2023



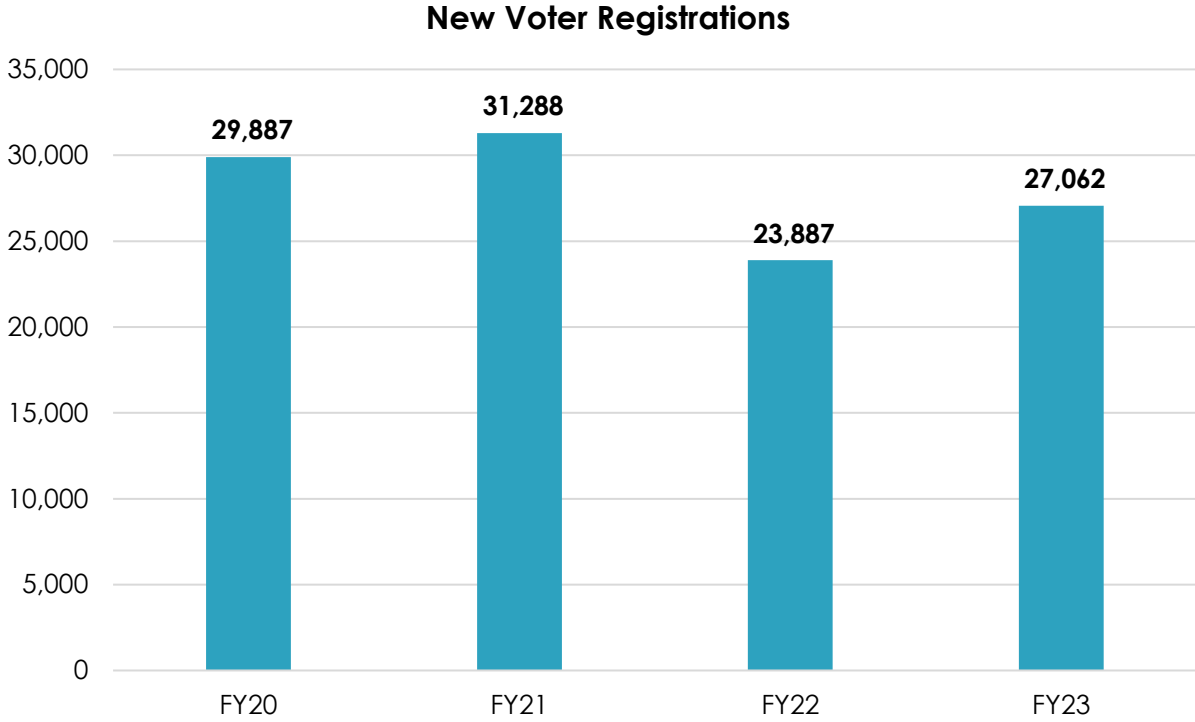
Cambridge Marriage Licenses & Domestic Partnership Filings



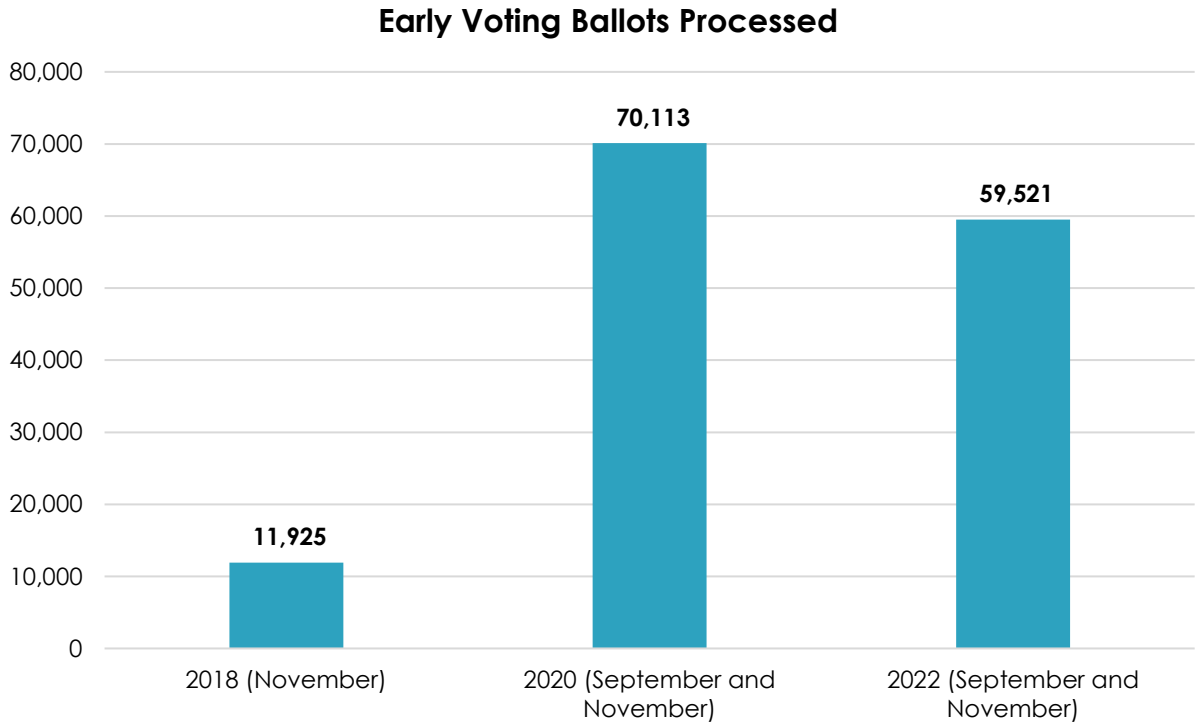
Voters in Municipal Elections



BENCHMARKS – GENERAL GOVERNMENT



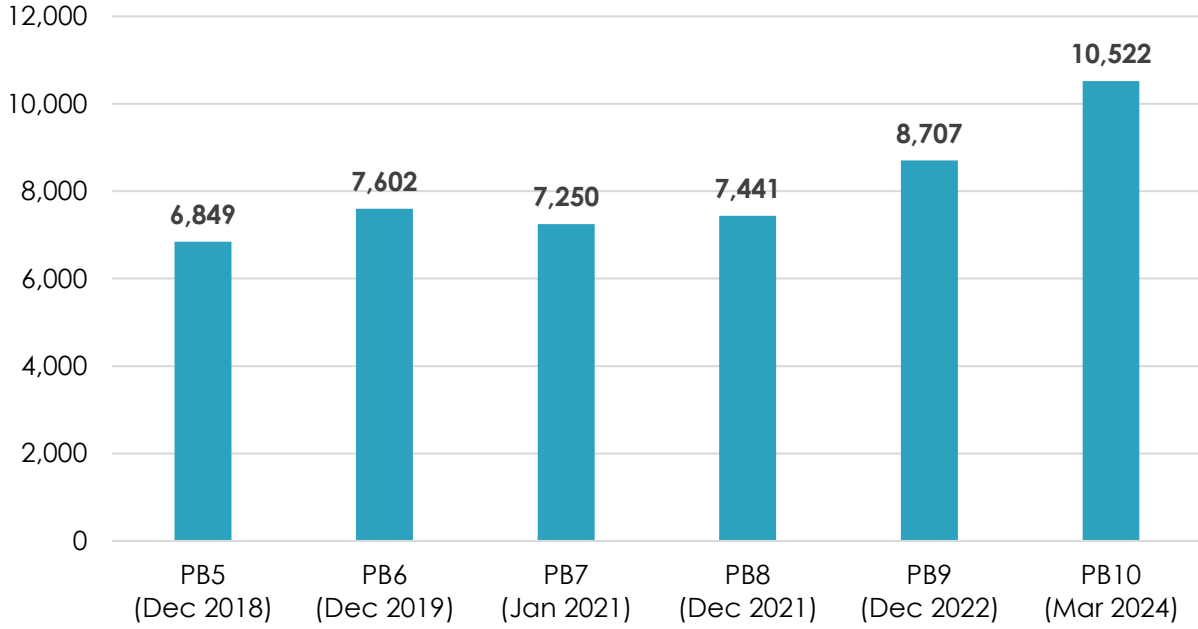
Note: New registrations include name, address, and party changes for new and existing voters.



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

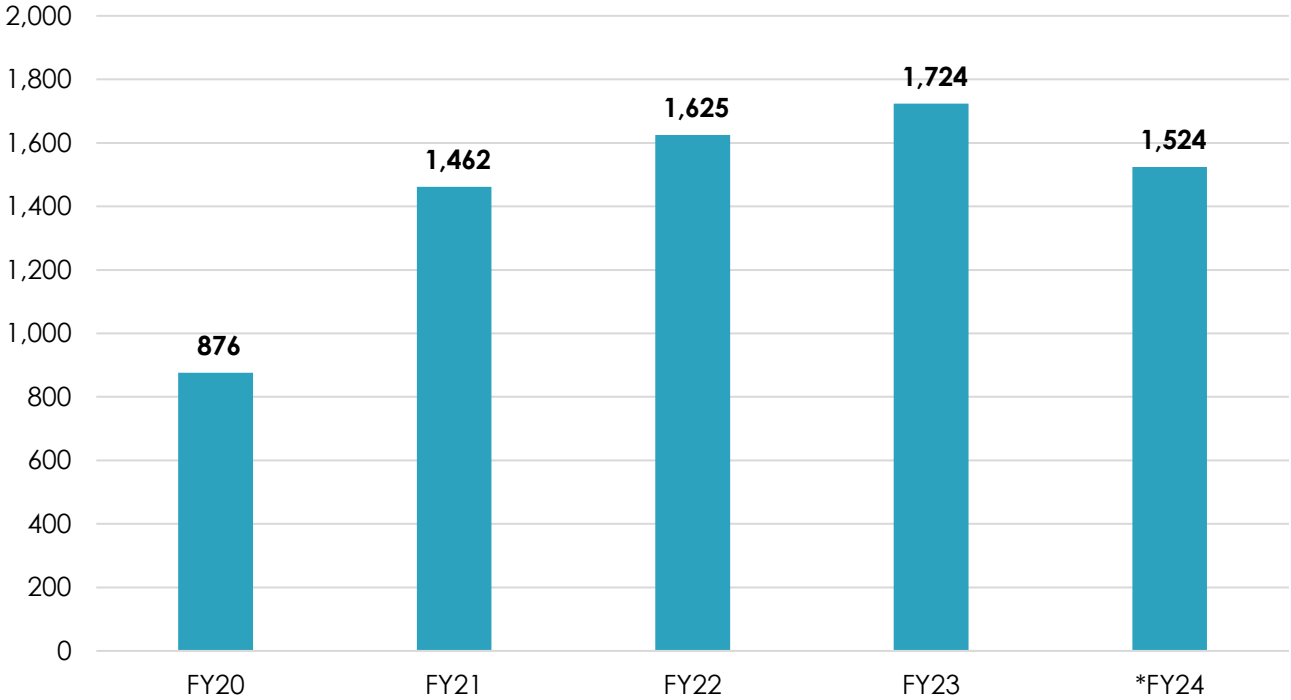
BENCHMARKS – GENERAL GOVERNMENT

Participatory Budgeting Voters



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

Public Records Requests Answered



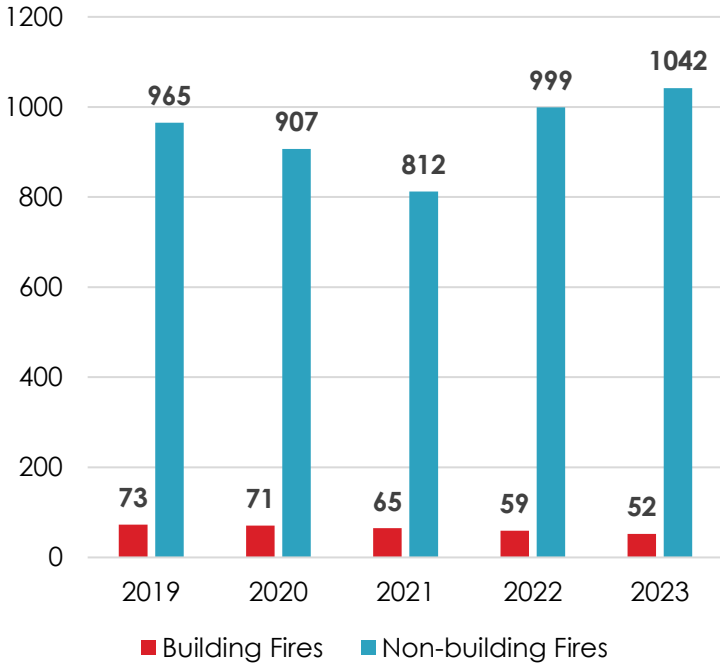
*Note: FY24 shows public records requests answered between July 1, 2023 through March 31, 2024.

BENCHMARKS – PUBLIC SAFETY

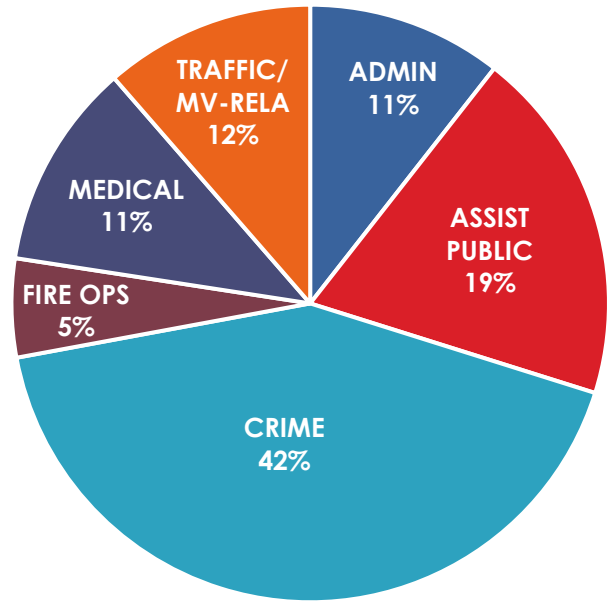
10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

Category	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	% Change ('22-'23)
Fire Ops	5,450	6,010	5,912	5,811	6,190	6,309	5,924	5,680	6,566	6,577	0%
Administrative	9,067	9,415	9,296	9,062	8,925	10,691	12,598	11,158	12,520	13,025	4%
Medical	11,263	11,144	11,033	11,096	12,347	11,758	11,670	10,520	12,483	13,765	10%
Assist Public	16,221	16,390	12,183	17,263	14,977	16,139	22,376	20,001	22,202	23,737	7%
Traffic/MV-Related	14,454	14,251	17,014	13,071	18,189	18,567	14,124	11,878	14,389	14,036	-2%
Crime & Directed Patrol	54,578	51,636	42,816	40,802	44,129	47,489	51,747	44,763	55,037	52,028	-5%
Total	111,033	108,846	98,254	97,105	104,757	110,953	118,439	104,000	123,197	123,168	0%

Total Fires



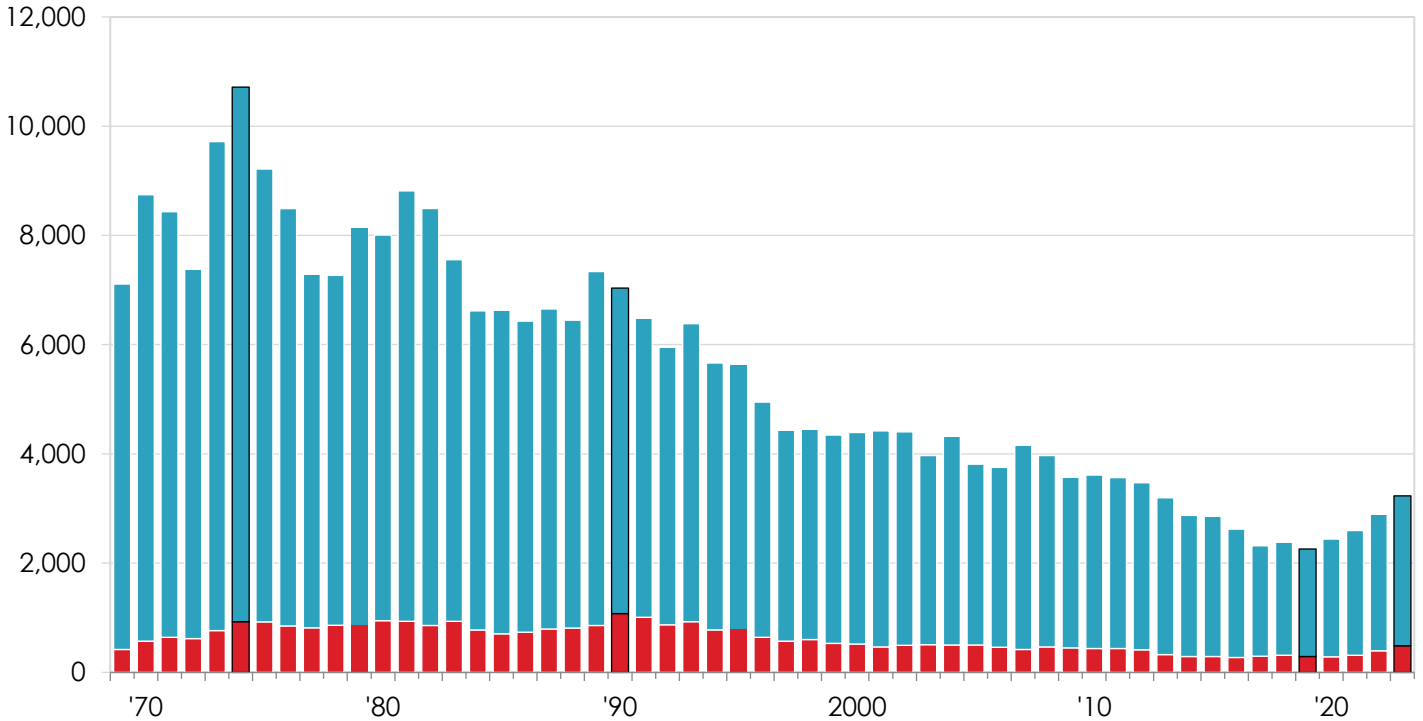
Emergency Communications: FY23 Incident Categories (123,169 Total Incidents)



Note: Building Fires include fires where actual fire damage was sustained by the building or structure. Non-Building Fires include rubbish fires, brush fires, grass fires, vehicle fires, and cooking fires contained to the stove or oven.

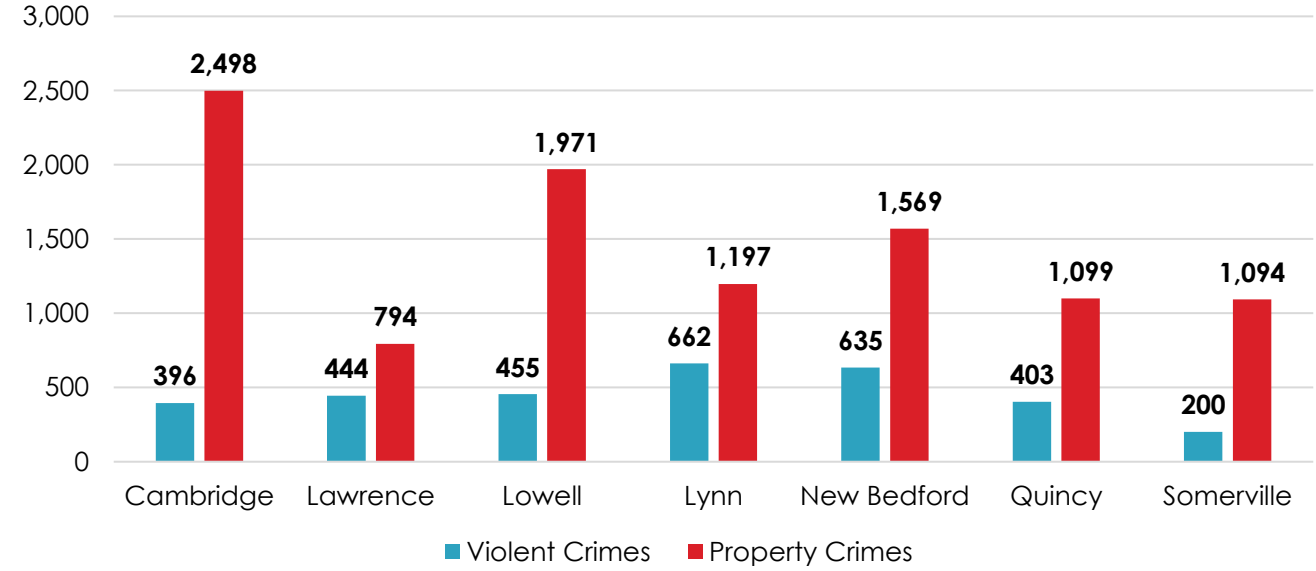
BENCHMARKS – PUBLIC SAFETY

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



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

Crime Comparison to Nearby Communities (2022)



Note: This chart is based on information from the FBI’s Uniform Crime Reports and the latest data available for comparison was from 2022.

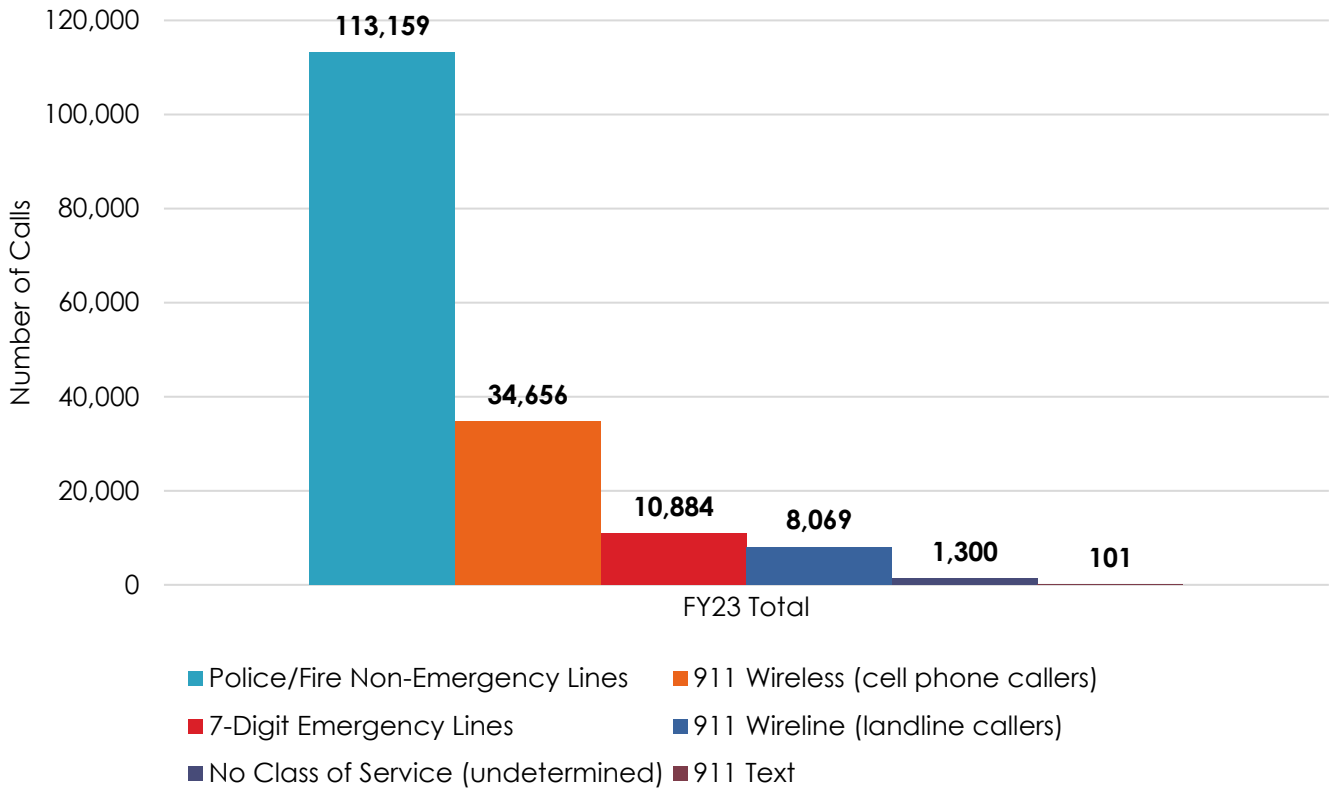
BENCHMARKS – PUBLIC SAFETY

COMPARISON OF 2022 AND 2023 CAMBRIDGE CRIME INDEX

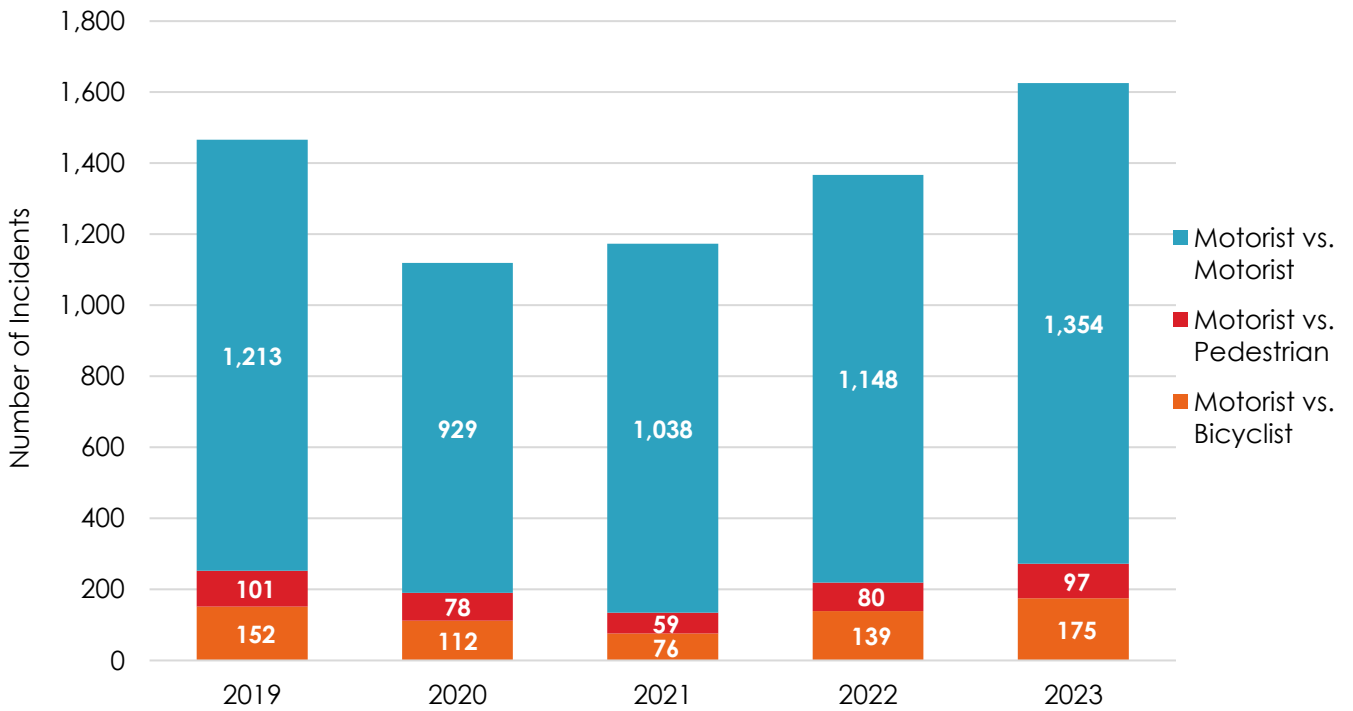
CRIME	JAN - DEC 2022	JAN - DEC 2023	PERCENT CHANGE
Murder	0	1	N/A
Rape	42	44	5%
Robbery	96	128	33%
Commercial	18	34	89%
Street	78	94	21%
Aggravated Assault	258	315	22%
Total Violent	396	488	23%
Burglary	258	272	5%
Commercial	53	78	47%
Residential	205	194	-5%
Larceny	2,088	2,332	12%
From Building	216	200	-7%
Motor Vehicle	465	319	-31%
From Person	122	96	-21%
Of Bicycle	481	579	20%
Shoplifting	298	577	94%
From Residence	381	414	9%
Of MV Plate	23	39	70%
Of Services	15	26	73%
Misc.	87	82	-6%
Auto Theft	152	140	-8%
Total Property Crime	2,498	2,744	10%
Crime Index Total	2,894	3,232	12%

BENCHMARKS – PUBLIC SAFETY

FY23 ECC Call Type Volume

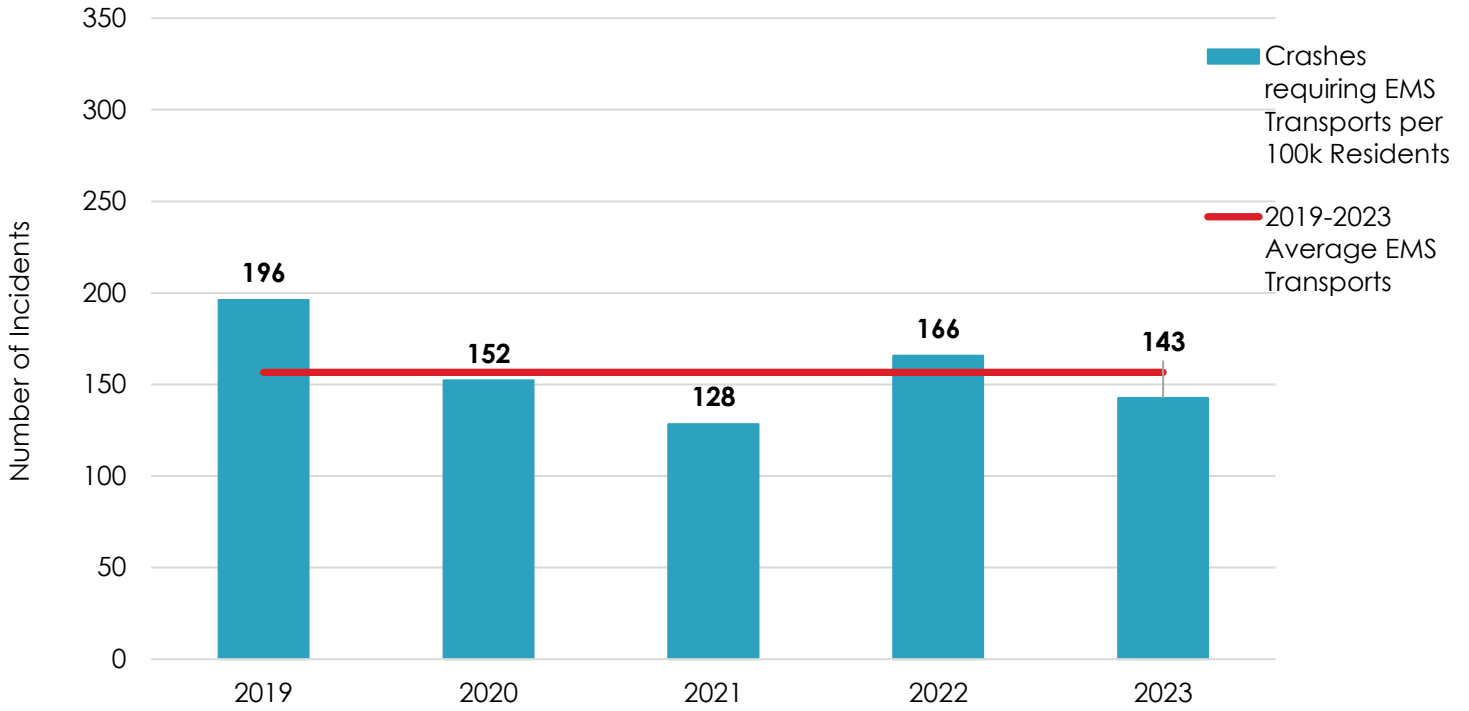


Reportable Motor Vehicle Crashes - Fiscal Year 2019-2023

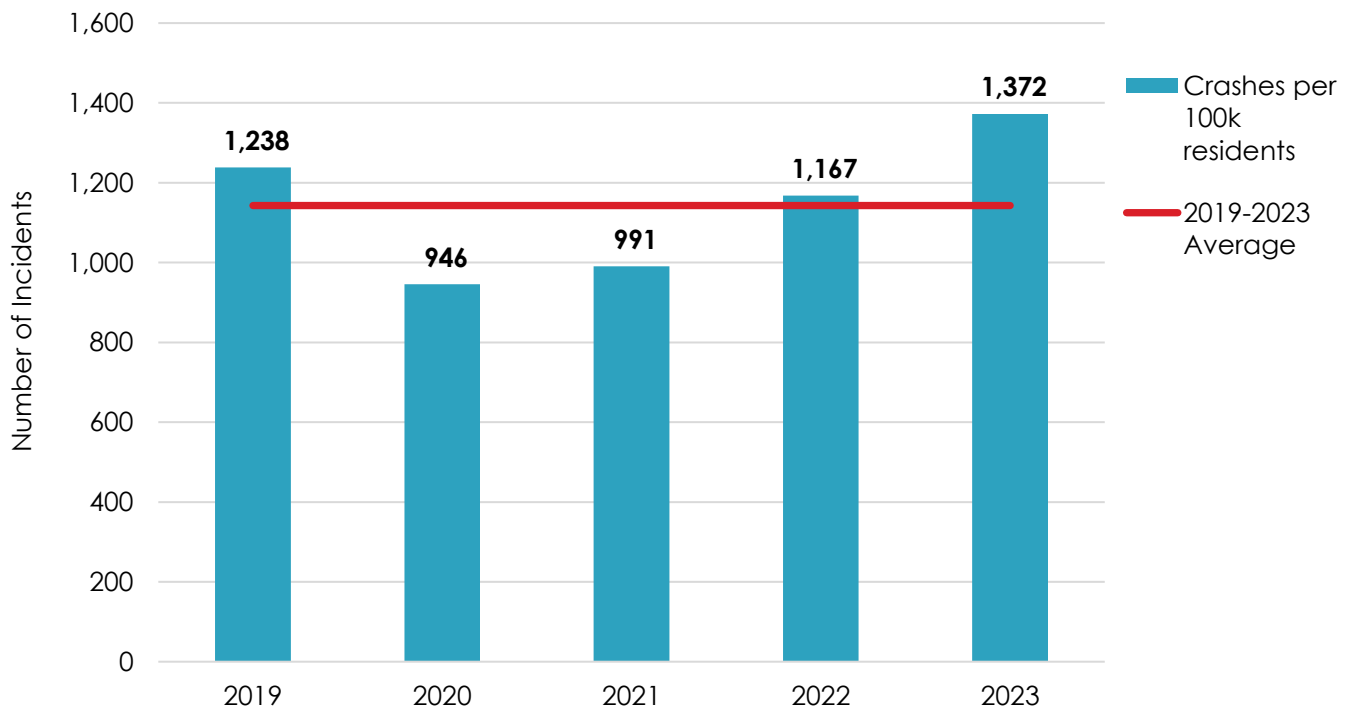


BENCHMARKS – PUBLIC SAFETY

Crashes Resulting in EMS Transport per 100k Residents

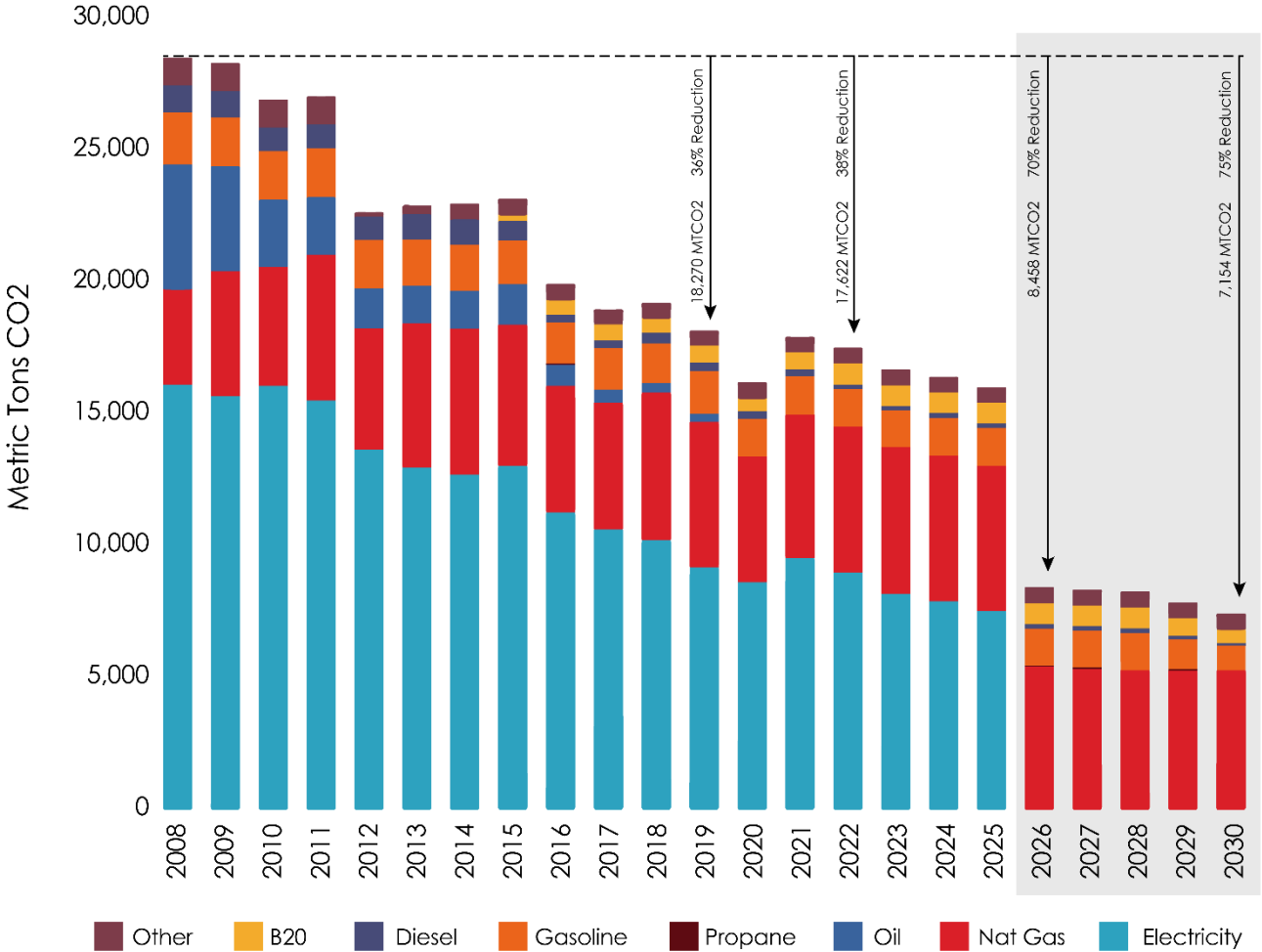


All Reportable Crashes per 100k Residents



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

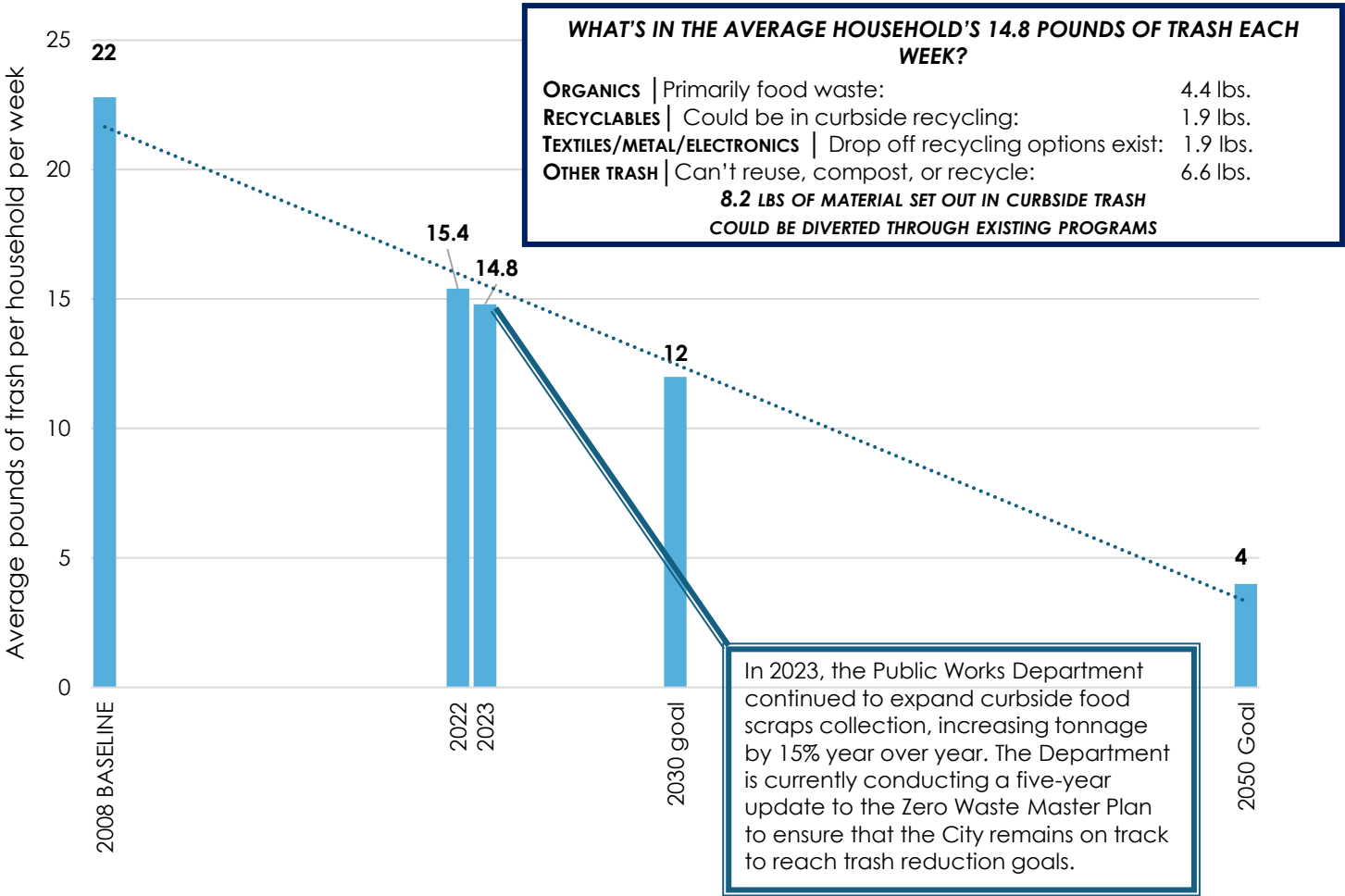
City of Cambridge Municipal Operations GHG Emissions Actual and Projected



Note: In 2022, the City reduced greenhouse gas (GHG) emissions from municipal operations 38% below 2008 levels. The chart also depicts the significant impact of the planned procurement of 100% renewable electricity supply from a new offsite renewable system with a commercial operation date on or about Dec. 2025 and the 75% projected reduction by 2030.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Solid Waste Reduction (Average Pounds of Trash per Household Per Week)

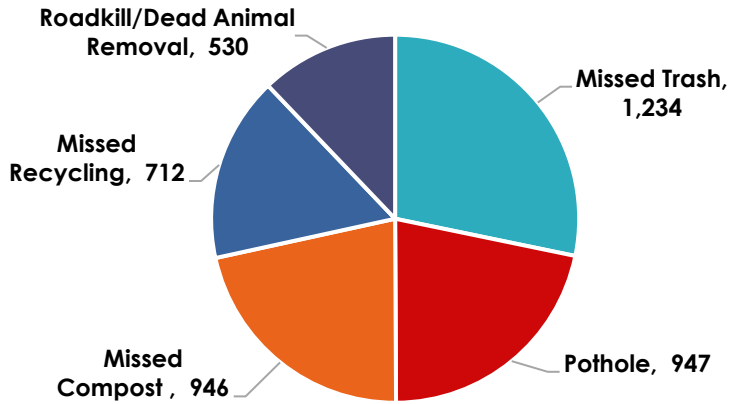


Note: The Public Works Department is working to reduce trash through initiatives such as curbside food waste collection, mattress collection, textiles recovery, and continued efforts to improve curbside recycling rates. The chart shows the City’s progress in meeting the goals of the Cambridge Zero Waste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

BENCHMARKS – COMMUNITY MAINTENANCE AND 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.

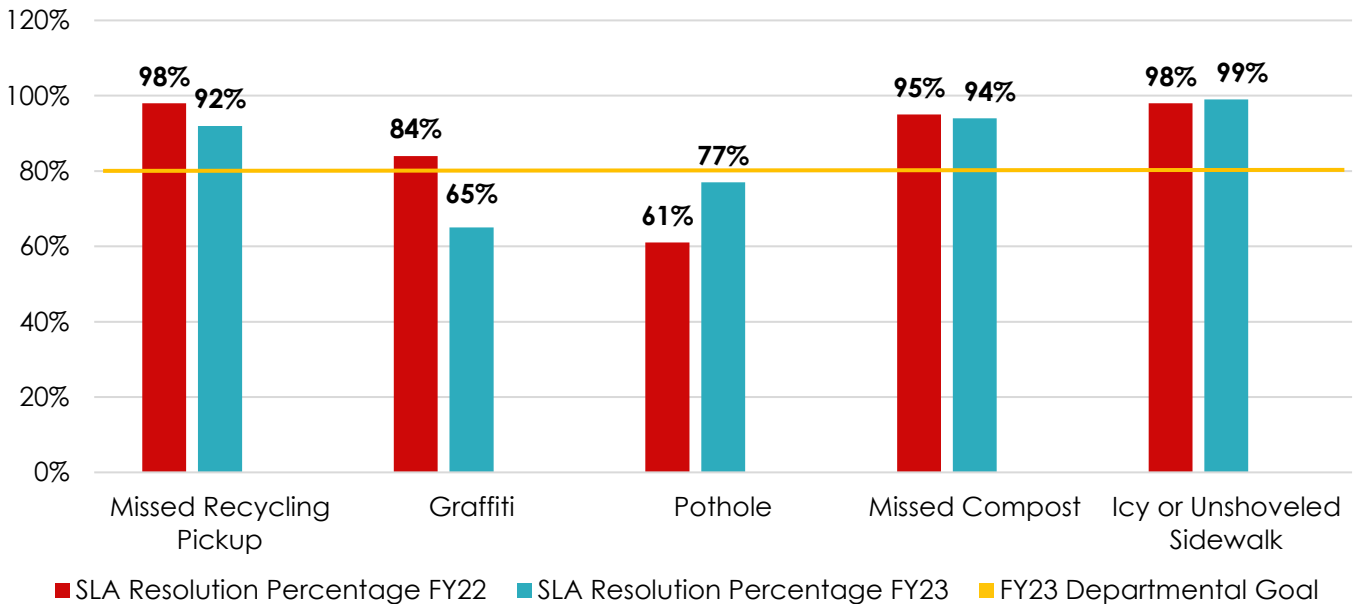
Top Five* SeeClickFix Categories Reported FY23



*The “Other” category was one of the Top 5 categories for FY23; however, since issues reported into that category vary greatly, it was excluded from this chart.

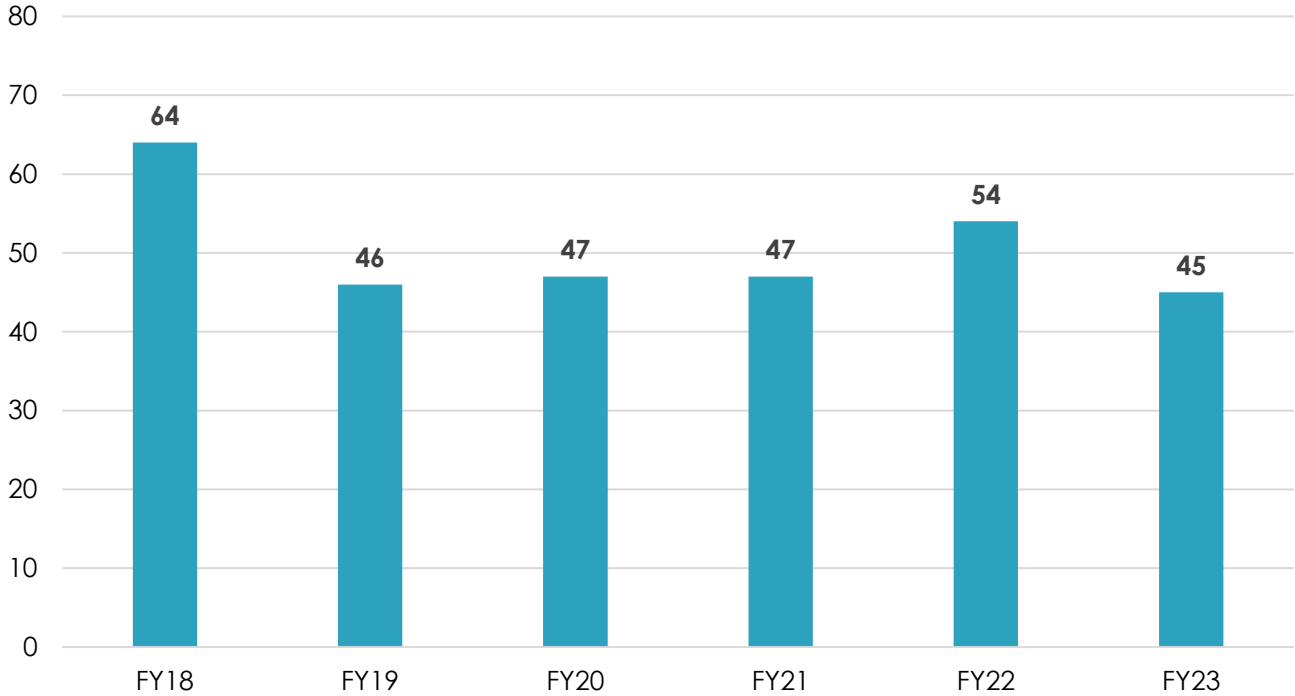
Each category of requests is assigned a Service Level Agreement (SLA). The SLA establishes a set amount of time in which residents can reasonably expect a request to be resolved. Public Works’ goal is to address 80% of requests within their given category’s service level agreement. While the FY23 SLA resolution percentage for graffiti removal was affected by staffing shortages, all graffiti-related requests were ultimately resolved.

Percentage of Issues Resolved Within Service Level Agreement (FY22 vs. FY23)

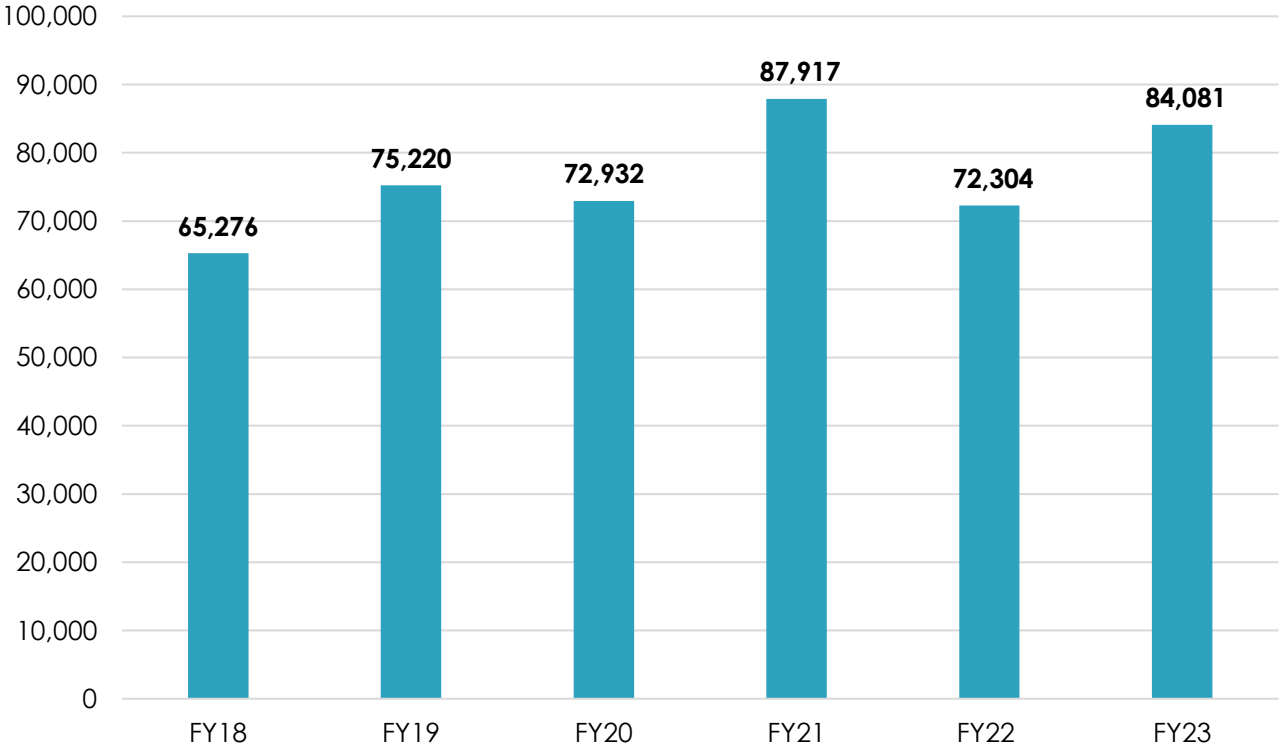


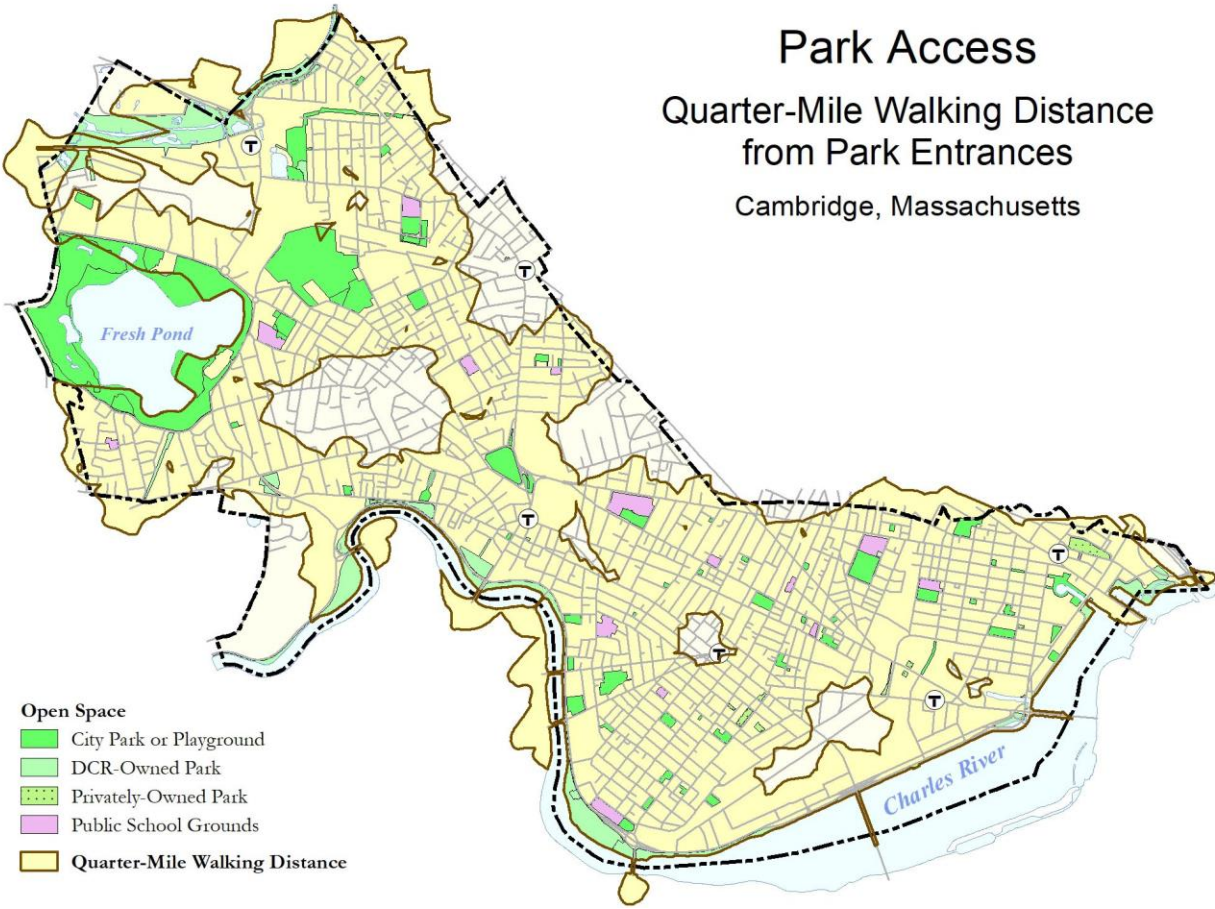
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Water Leaks Repaired

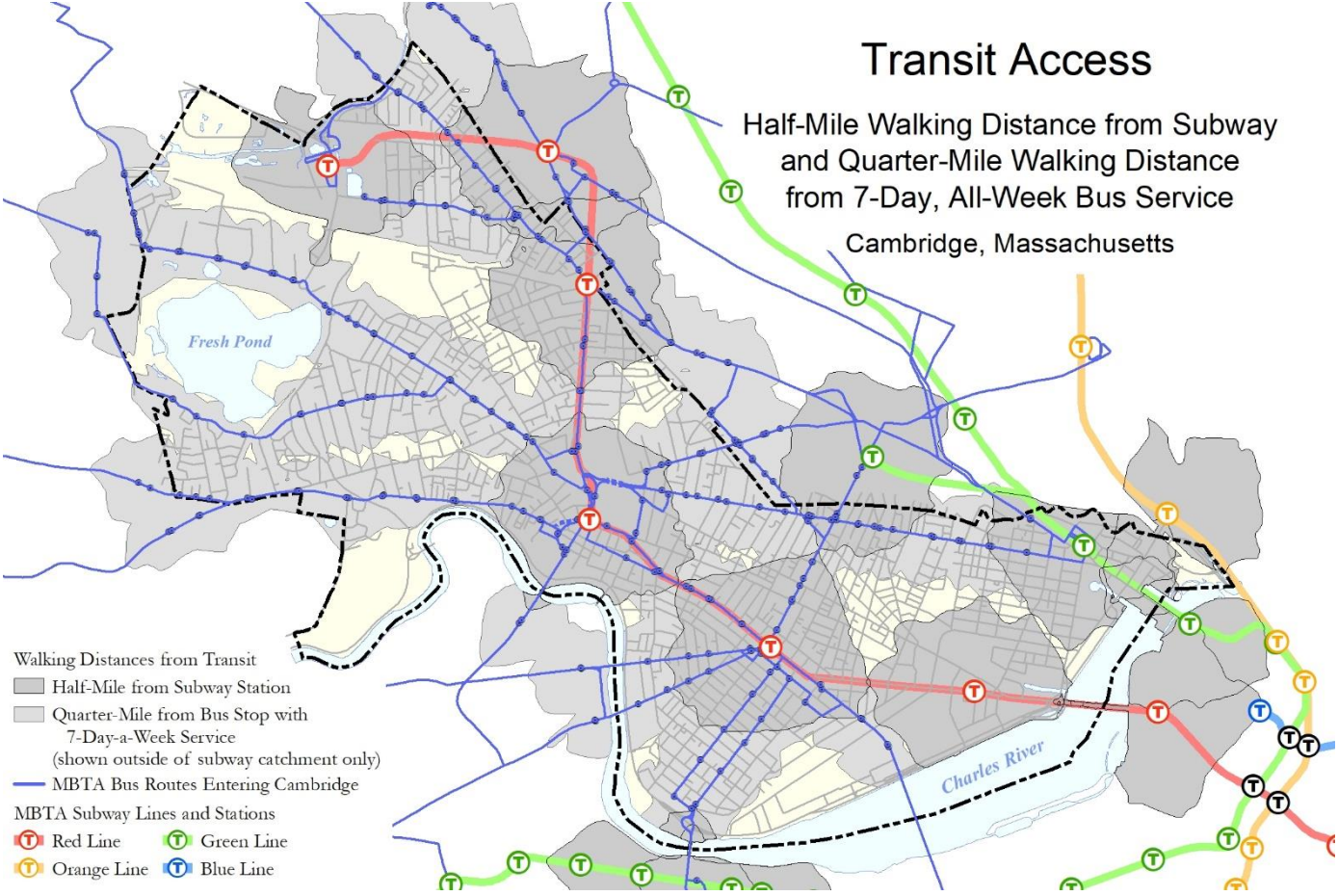


Total Water Quality, Treatment & Watershed Tests Performed



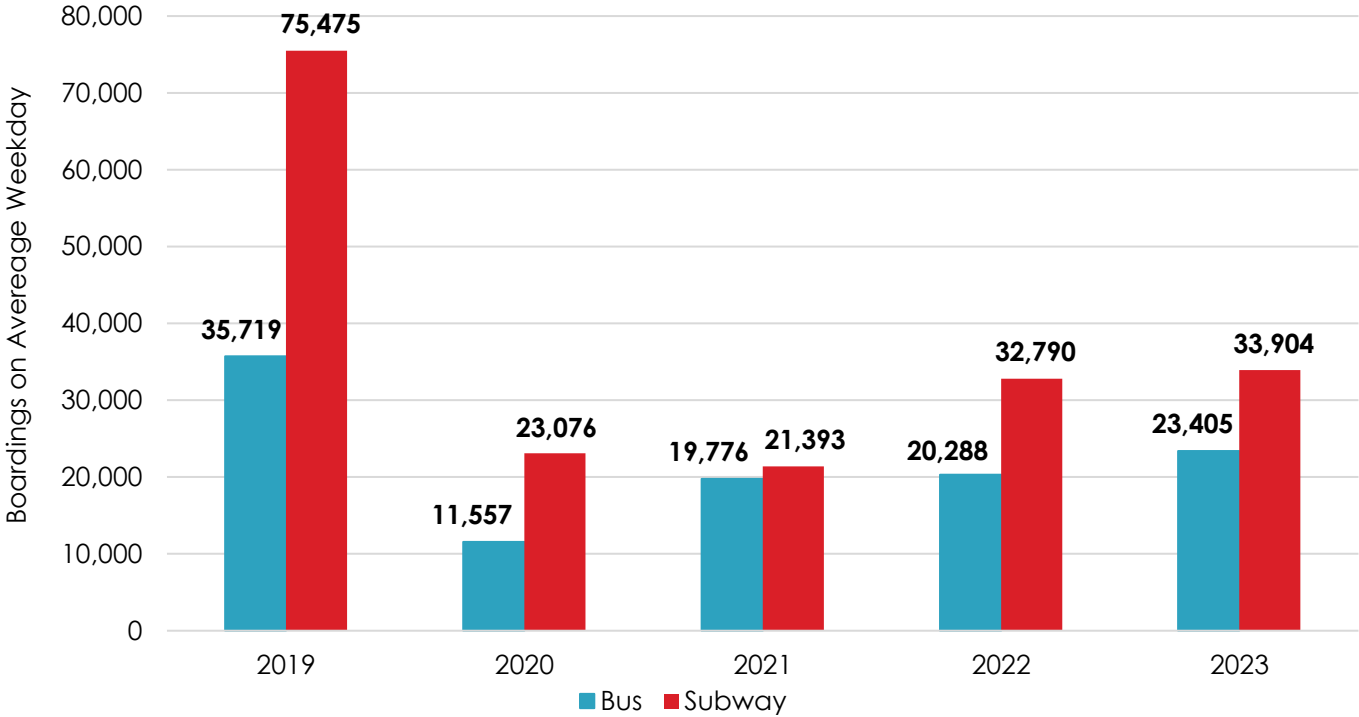


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

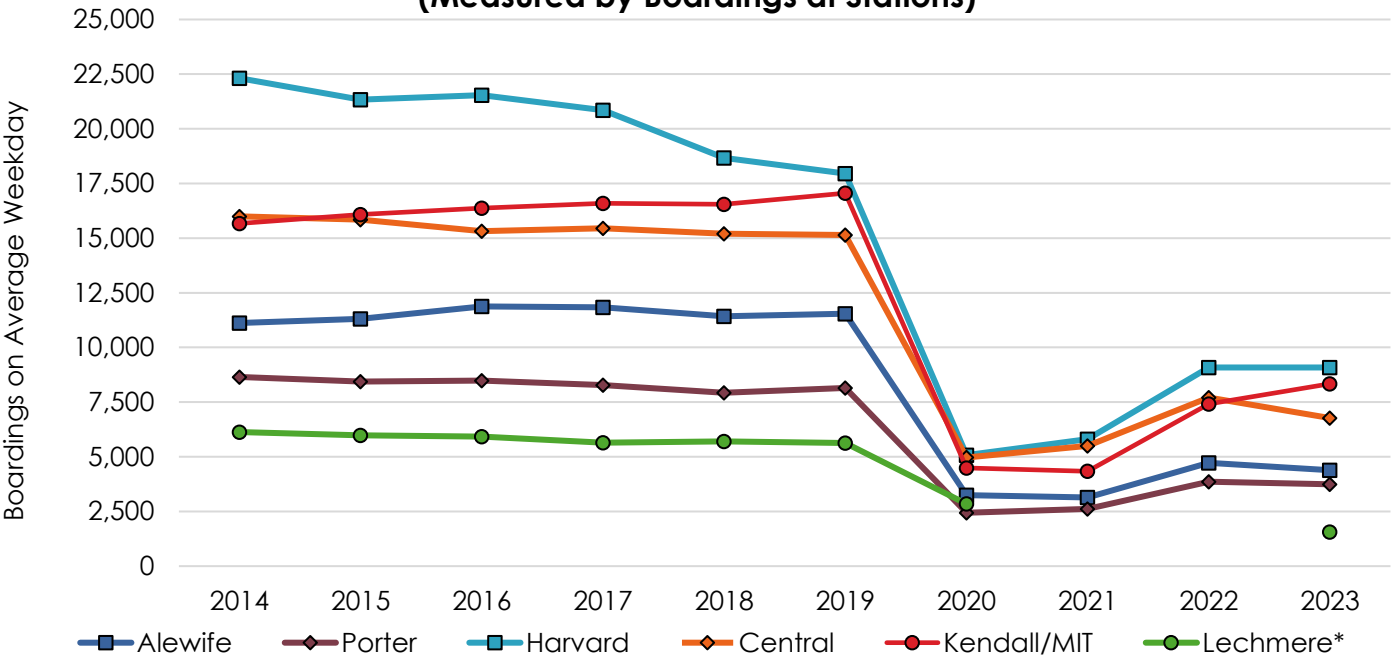


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

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



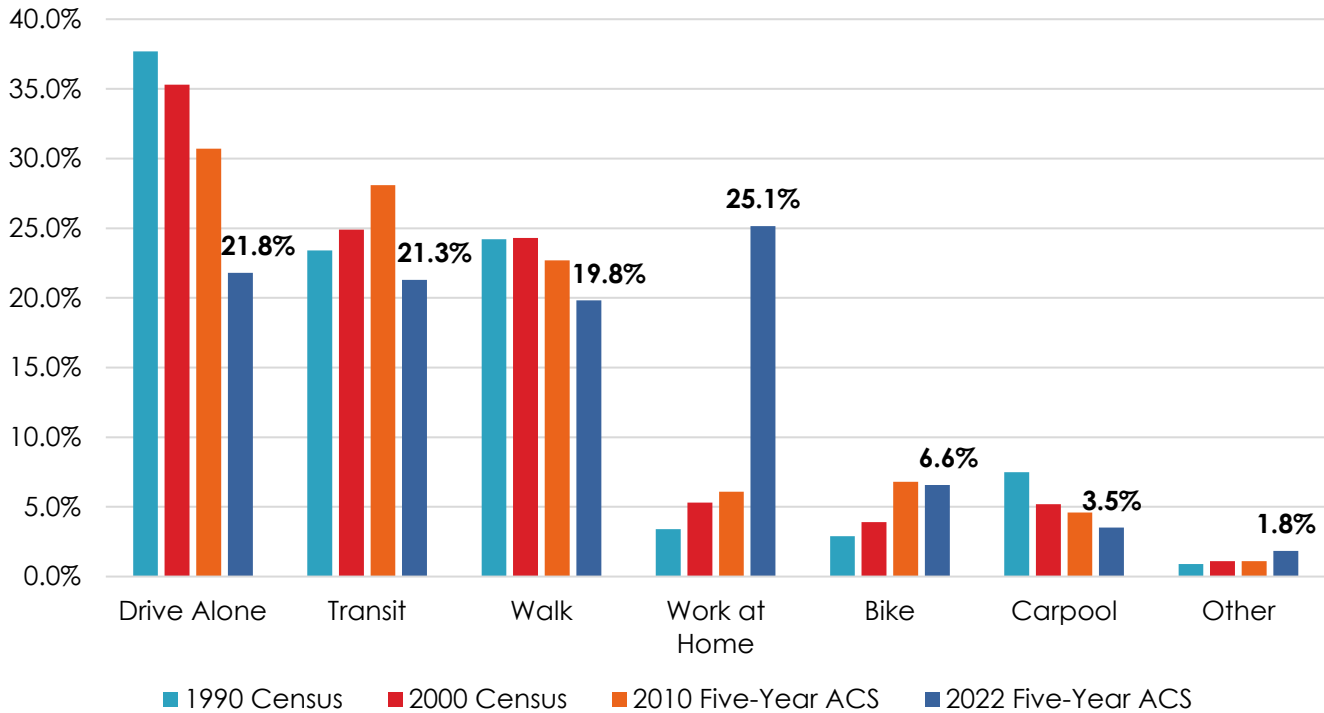
**Transit Ridership
(Measured by Boardings at Stations)**



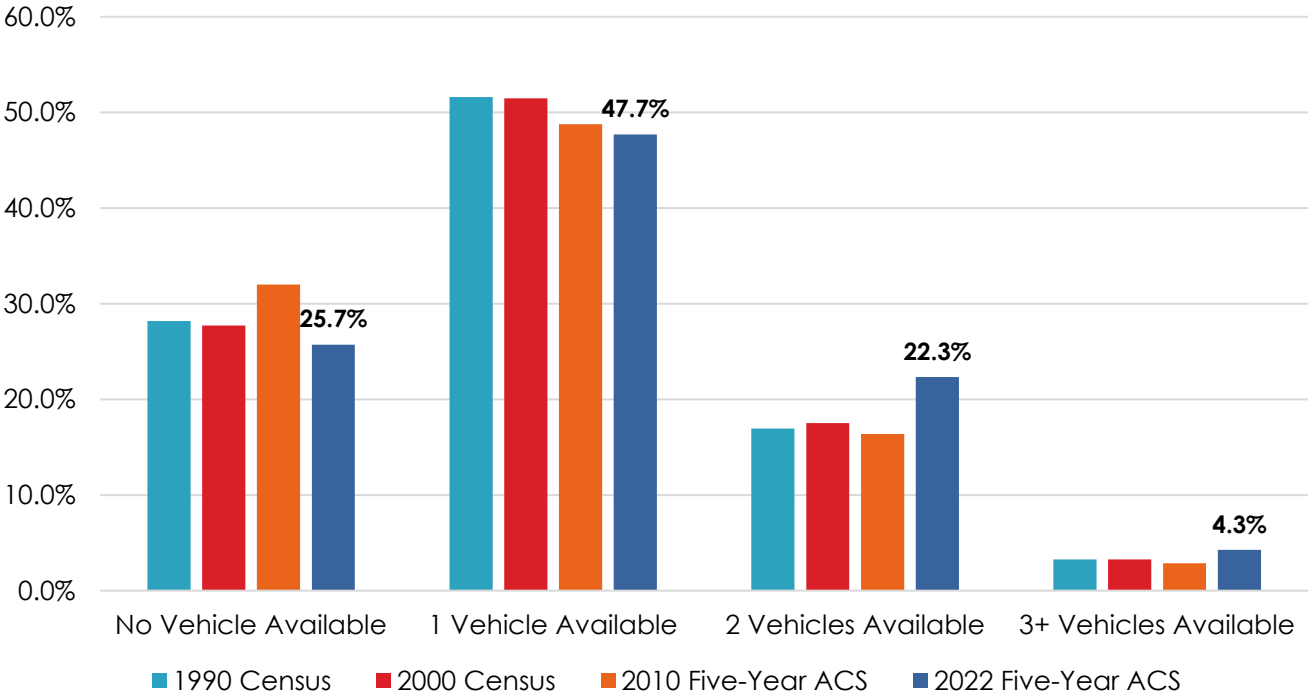
*Lechmere Station was closed from March 2020-March 2022. Full service did not resume until December 2022 with the opening of the Greenline Extension (GLX) Medford (second) Branch.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Primary Mode of Travel to Work for Cambridge Workforce

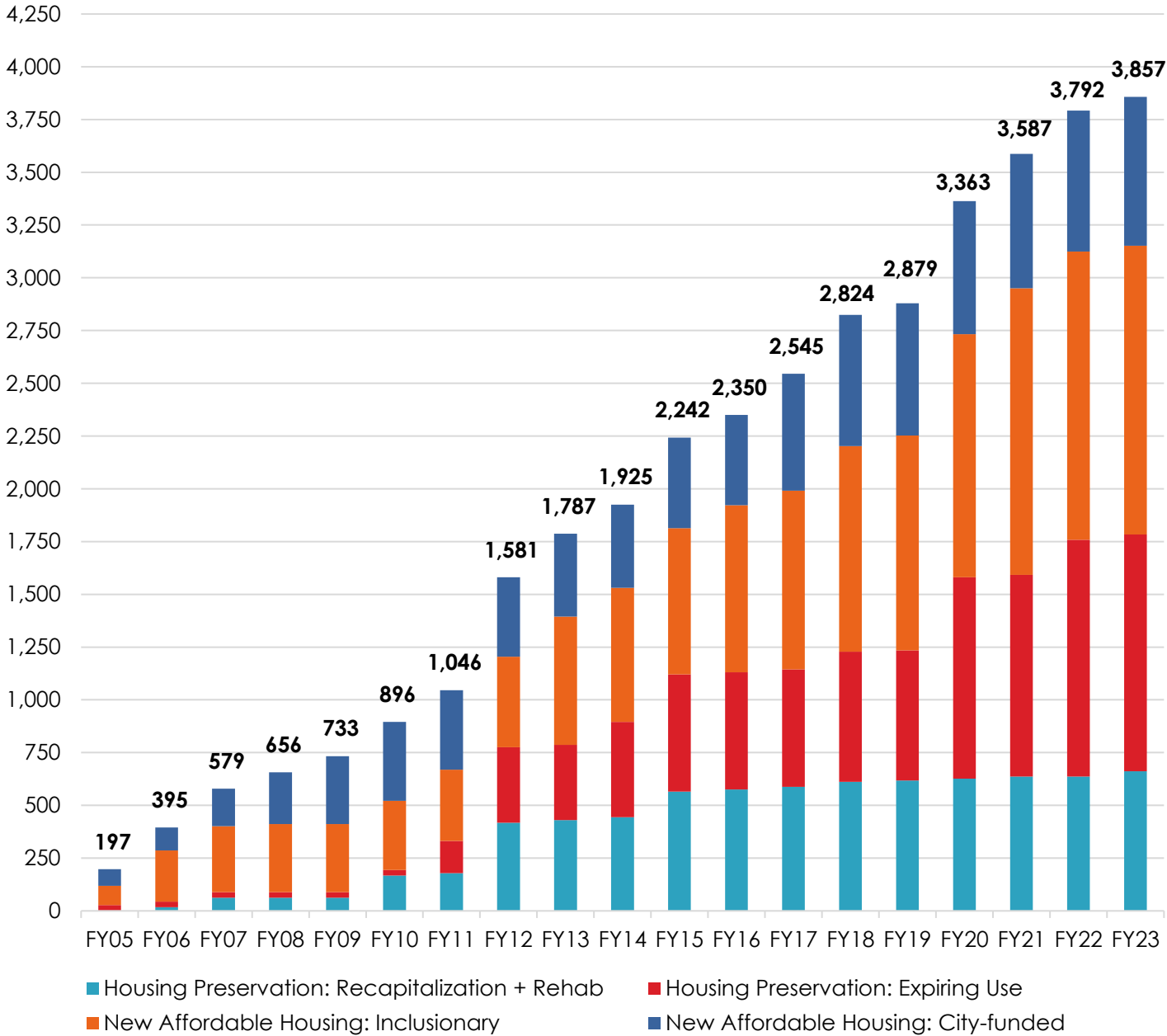


Number of Vehicles Available to Households



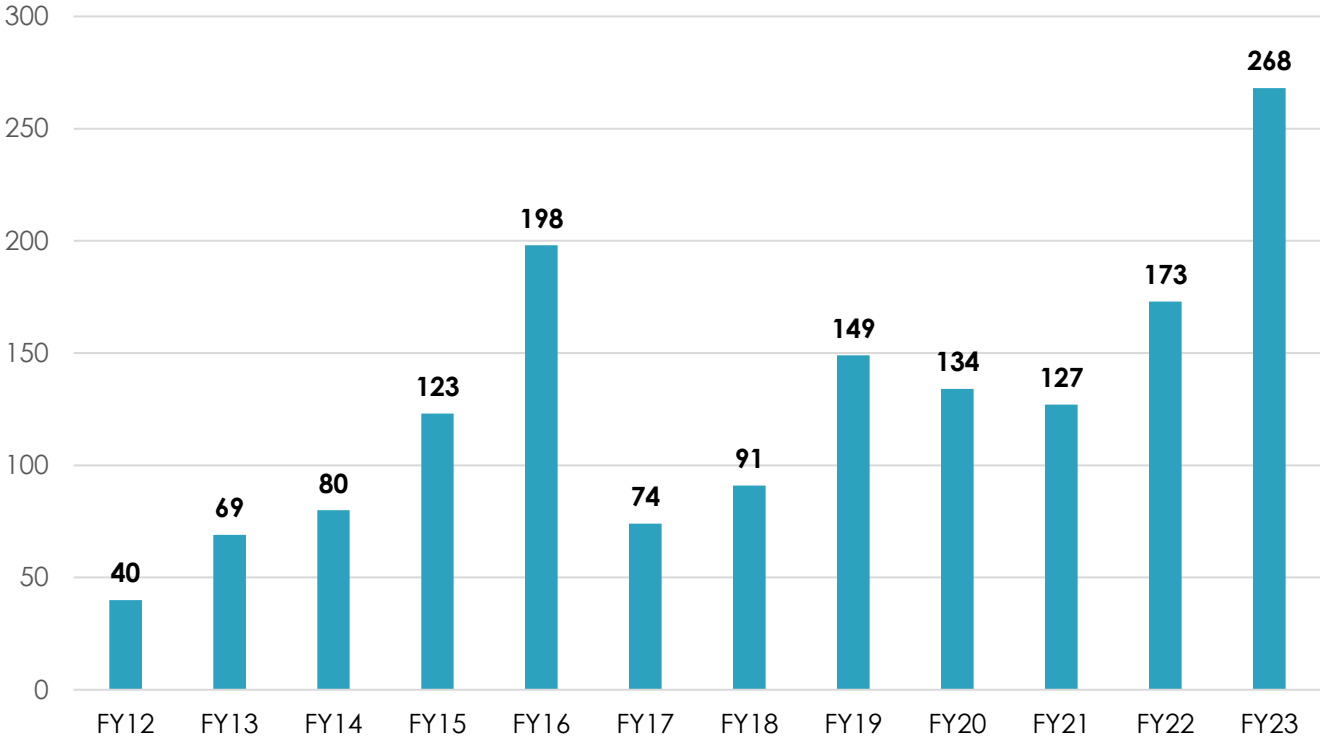
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Affordable Housing Creation & Preservation (Cumulative Units)

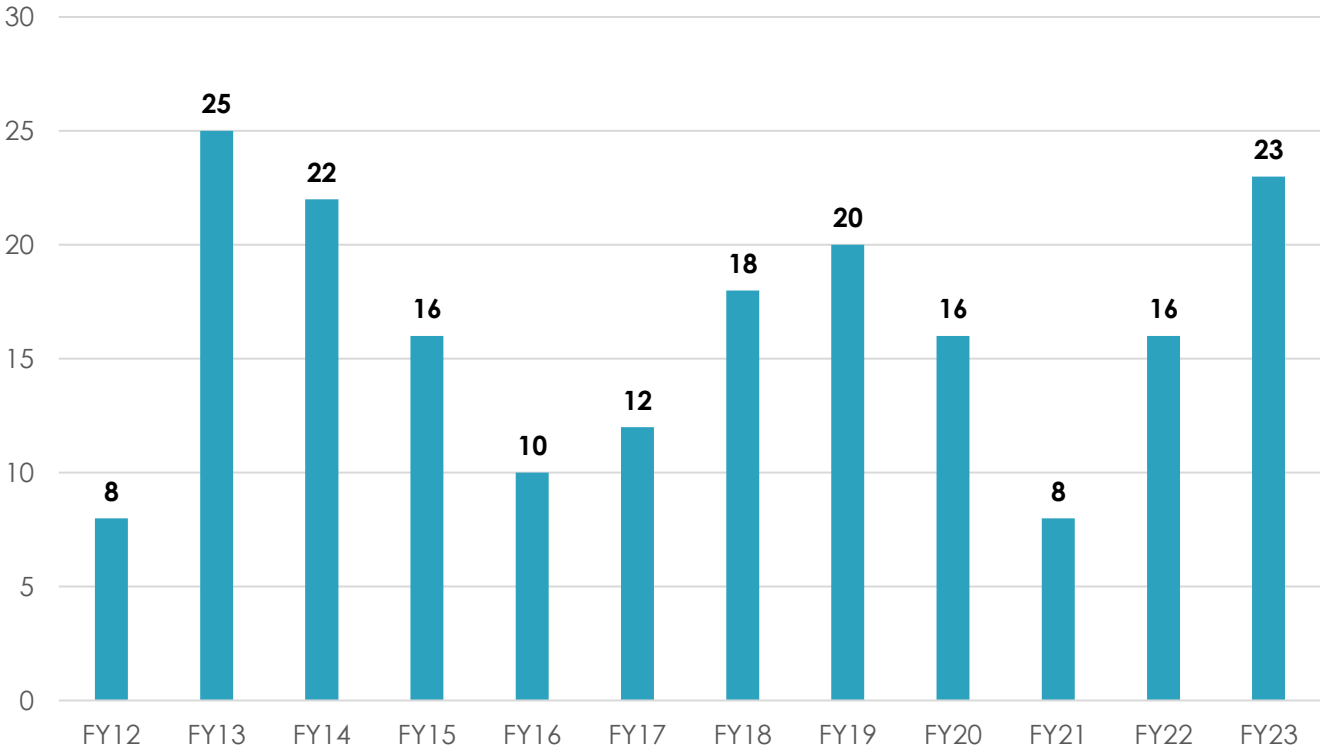


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Newly Housed Applicants - Inclusionary Rental Housing



Purchasers of City-Assisted Affordable Homes



BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

FY23 REGIONAL LIBRARY USE

Location	Total Annual Hours (All locations)	Program Attendance	Circulation	Circ. Per Capita	Borrowed from other Libraries	Lent to Other Libraries	Total Operating Income per Hour open
Arlington	4,917	25,670	950,249	20.83	170,932	112,863	\$655.17
Brookline	8,363	26,675	1,050,159	16.74	189,941	137,384	\$544.23
Cambridge	17,519	82,783	1,750,051	14.95	225,910	206,516	\$1,007.81
Lexington	3,299	31,804	864,152	25.36	118,615	145,139	\$1,077.39
Newton	3,366	41,986	1,509,185	17.26	229,797	236,128	\$1,912.86
Quincy	7,392	22,661	774,830	7.66	40,696	29,367	\$540.90
Somerville	8,747	18,587	573,916	7.19	105,861	48,133	\$392.56
Waltham	3,358	23,757	518,158	8.09	79,090	60,077	\$1,029.90
Watertown	3,467	23,433	731,630	20.82	65,302	87,960	\$1,060.53
Wellesley	7,140	21,273	629,713	20.86	79,946	112,442	\$456.03
Worcester	9,385	22,990	770,020	3.74	35,458	52,734	\$905.74
Average	6,996	31,056	920,188	14.86	121,959	111,704	\$871.19

HUMAN SERVICE PROGRAM STATISTICS

- The Community Learning Center (CLC), the City’s adult basic education provider, offers classes and programs to Cambridge residents to help them improve their English skills, prepare to earn a high school equivalency credential, or increase the skills necessary to successfully enroll in post-secondary education and trainings. The CLC supports residents to become US Citizens and offers them education and career advising. Services in FY24 were provided in-person and in a hybrid model to over 819 students. The Community Learning Center is planning again for over 800 students to attend classes in FY25.
- Last summer, approximately 911 youth ages 14 through the summer after they finished high school were employed through the Mayor’s Summer Youth Employment Program. The program provided opportunities for teens to gain valuable work experience in public sector and nonprofit jobs during the summer.
- Since 2008, the Cambridge Works transitional jobs program has enrolled 299 residents with significant barriers to employment. Participants are between 18-35 years old and have not been able to find or keep jobs. Supported entirely by City funds, the program places participants in a worksite for 13 weeks to learn basic job readiness skills. The program also provides participants with weekly case management support and professional development classes to improve communication, resume writing, computer, networking, and interview skills.
- The City leads and coordinates the Cambridge Continuum of Care, a comprehensive network of 60 individual programs from 30 organizations that work to meet the needs of people experiencing or at risk of homelessness.
- This year the Center for Families continued to provide families with children prenatal to age eight with universal strength-based parenting education and support, activities that promote the parent-child relationship, early childhood development programming, home visiting, Cambridge Dads, and access to information, resources, and support to over 725 families. Families also received intensive parent support through the Baby University Program, where over 20 parents of children three and under participated in a 14-week series that included a combination of virtual and in-person workshops, playgroups, and home visits. More than 60% of active alumni participate each year as program alumni in ongoing home visits, workshops, field trips, and family events.

POSITION COUNT

SUMMARY BY DEPARTMENT	FY23 STAFF POSITIONS	FY24 STAFF POSITIONS	FY25 STAFF POSITIONS	FY25 TO FY24 VARIANCE
GENERAL GOVERNMENT				
City Clerk	11	11	12	1
City Council	10	10	10	0
Election Commission	11	12	12	0
Equity & Inclusion	3	7	7	0
Executive	19	24	24	0
Finance	94	97	99	2
Human Resources	12	21	23	2
Law	16	16	16	0
Mayor	6	6	6	0
Public Celebrations	6	6	6	0
PUBLIC SAFETY				
Animal Commission	5	5	5	0
Community Safety	6	14	14	0
Emergency Communications	58	62	62	0
Fire	294	300	300	0
Inspectional Services	30	31	31	0
License Commission	11	12	12	0
Police	334	334	334	0
Traffic, Parking & Transportation	91	93	93	0
COMMUNITY MAINTENANCE AND DEVELOPMENT				
Cable Television	4	4	4	0
Capital Building Projects	0	8	8	0
Community Development	72	78	51	(27)
Historical Commission	7	7	7	0
Housing	-	-	17	17
Office of Sustainability	-	-	10	10
Peace Commission	1	1	1	0
Public Works	268	273	274	1
Water	60	61	61	0
HUMAN RESOURCE DEVELOPMENT				
Commission on the Status of Women	2	3	3	0
Human Rights Commission	4	4	4	0
Human Services	198	214	214	0
Library	88	94	95	1
Veterans' Services	3	5	5	0
GRAND TOTAL	1,724	1,813	1,820	7