



ANNUAL BUDGET 2020-2021

ADOPTED BY THE CITY COUNCIL, CAMBRIDGE, MASSACHUSETTS



City Hall February, 2020 (Photo credit: Kyle Klein Photography)

Also Pictured:

Bag of fresh produce from the Cambridge Community Food Line (Photo credit: Food for Free)

Store window promoting "Shop Local" (Photo credit: Kyle Klein Photography)

Inspectional Services Department Staff in Personal Protective Equipment (PPE)

(Photo credit: Ini Tomeu)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Cambridge, Massachusetts for its annual budget for the fiscal year beginning July 1, 2019.

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

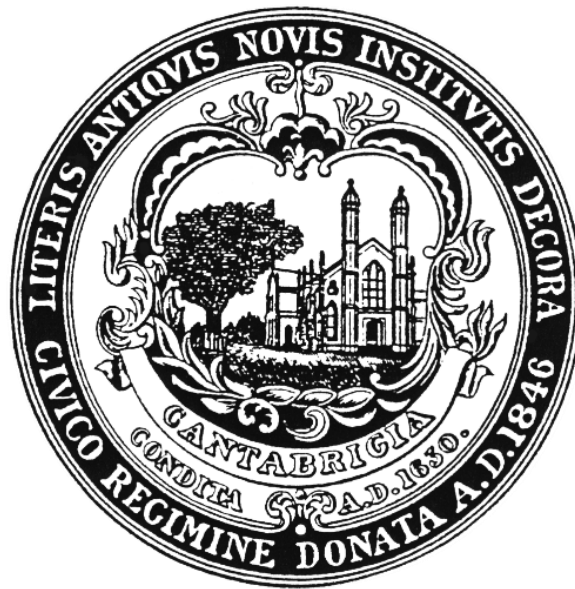
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

The City has earned the Distinguished Budget Presentation Award for 35 consecutive years.

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CITY OF CAMBRIDGE 2020-2021 ANNUAL BUDGET

PREPARED BY THE BUDGET OFFICE



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

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CITY OF CAMBRIDGE OFFICES OF THE MAYOR AND CITY MANAGER

Sumbul Siddiqui, Mayor
Louis A. DePasquale, City Manager
City Hall
795 Massachusetts Ave
Cambridge, MA 02139

May 11, 2020

To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

When we began work on this budget in 2019, we could not have imagined or predicted how different our City, our Commonwealth, our Country, and our world would look in 2020. The past two months have been challenging, complicated, and heartbreaking. We have lost members of the Cambridge community, and seen thousands of others lose their jobs. But we have also witnessed tremendous generosity, shared sacrifice, and countless reasons for hope. Our medical community labors day and night to treat and defeat this virus in the hospitals, while our scientists lead the efforts to find its cure in the lab. Our first responders distribute masks and keep people safe and healthy. Our restaurants and grocery stores ensure that residents are well-stocked with food. Our teachers and parents keep our children engaged in virtual education. Our incredible residents rally together and protect their neighbors by staying home.

Since March, when the COVID-19 crisis first emerged in Cambridge, City Leadership and staff have been working around the clock to deploy our emergency preparedness planning and develop, implement, and monitor our public health strategies to slow the spread of the virus. The City, your elected officials, and our community partners have thoughtfully approached this rapidly evolving pandemic. We have worked collaboratively with our Public Health Department, Commissioner of Public Health, Public Safety agencies, Expert Advisory Panel, regional and state agencies, and local Mayors and Managers to ensure our interventions are aligned with the Commonwealth's response and, when necessary, to initiate more robust interventions to account for our dense urban environment.

Following the declaration of the Public Health Emergency by the Commissioner of Public Health and City Manager on March 19, numerous directives were issued to protect the health and well-being of Cambridge residents. These included the following: temporary emergency orders requiring the closure of private businesses and activities in the City; instituting a construction moratorium; preventing the use of reusable bags at retail establishments; placing restrictions on City public meetings, events, and permitted events; designating the War Memorial, Field House and Garage to be used as an emergency shelter; establishing an early moratorium on eviction

SPECIAL JOINT MESSAGE REGARDING COVID-19

enforcement and non-essential entry by property owners and their agents into occupied dwelling units; and requiring the use of face coverings in the City of Cambridge.

To further support the safety of the community, the Cambridge Public Health Department and the City also issued multiple guidance documents to outline emerging best practices for slowing and preventing the spread of COVID-19. Our workforce, as always, remain incredibly committed and responsive to ensure that the City could meet the various needs of our community.

The City also launched several initiatives to aid Cambridge residents in this time of crisis. While we cannot capture all of our efforts in this letter, we want to highlight a few to demonstrate the range of work that we have completed, and the work we continue to do. For example, the City's team:

- Activated the Mayor's Disaster Relief Fund to support individuals, families, and small businesses experiencing financial hardship, and collaborated with the Cambridge Redevelopment Authority (CRA) on a zero-interest loan program for small businesses funded by the CRA;
- Appointed an expert advisory committee to help guide public health measures;
- Put in place construction moratorium guidelines to protect worker safety;
- Created an innovative initiative for local restaurants to supply meals to our homeless residents;
- Established a housing assistance line and conducted outreach on the eviction moratorium that protects tenants;
- Partnered with Food for Free to create a Community Food Line;
- Planned, built, and opened a temporary homeless shelter and a quarantine facility;
- Piloted a rapid testing program through the Broad Institute, Cambridge Public Health Department, and Pro-EMS to support our long-term care facilities and our temporary homeless shelter;
- Established a city-staffed phone bank to conduct outreach to our seniors;
- Virtualized many Library, Senior Center, and Human Services programs and services;
- Allowed restaurants to sell groceries directly to consumers during the ongoing COVID-19 emergency;
- Waived fees and extended payment deadlines to provide flexibility to residents and taxpayers experiencing financial difficulties;
- Collaborated with the Cambridge Health Alliance to expand free COVID testing to all Cambridge residents, including both asymptomatic and symptomatic residents.

These COVID-19 efforts and the city services that continued without interruption, would not be possible without an incredibly dedicated City workforce. We are particularly grateful to and proud of our employees who are on the frontlines each day. We want to deliver a special thank you to our Public Works Department, Inspectional Services Department, Public Health

SPECIAL JOINT MESSAGE REGARDING COVID-19

Department, 22-CityView, Information Technology Departments, Finance Department and related staff, Human Services staff, and Police, Fire, and Emergency Communications Departments. We also want to thank all our City staff who have continued to remotely carry out their duties.

Whether someone works for the City, a health care organization, or an essential business, they are keeping us safe, keeping us fed, and keeping Cambridge running. We are grateful for their dedication and commitment to our community.

From a management perspective, we are committed to addressing the challenges and needs of the community today and into the future. But we also know that the steps we are taking to protect the community are meaningless if our residents are not aware of them or do not understand them.

That is why we are utilizing every communications tool and channel at our disposal by:

- Distributing multiple key messages daily;
- Providing information in eight languages;
- Regularly updating our dedicated COVID-19 website with resources and information;
- Mailing critical information to every household;
- Broadcasting audio messages from DPW sound trucks;
- Recording video programing and PSAs on timely information and resources;
- Deploying our CODERED alert system; and
- Engaging with the community via email and social media messages.

Additionally, we established language lines to assist residents in applying for assistance through the Mayor's Disaster Relief Fund and built a robust COVID-19 data center to inform community members and decision makers of the toll this virus has on our fellow residents. We will continue to regularly inform Cambridge residents of critical public health advice and interventions, impacts to services and general information about the community for the duration of the pandemic.

These efforts are possible in part because of strong City management and sound fiscal policies set by the City Council, and the City is in a financial position to strategically use our free cash reserves to support our COVID-19 pandemic response. It is important to note that many of these initiatives have been and are currently funded by the City, despite not being in the current FY20 budget. The City is in a unique financial position due to our adherence to prudent fiscal policies and practices over the past several years.

Although significant portions of the budget were prepared before the COVID-19 outbreak in the United States, it has become apparent that fiscal impacts will be evident into FY21 and beyond. Many of the key initiatives for FY21 outlined in the budget will be intentionally delayed while the City assesses the immediate and long-term impacts of the crisis.

SPECIAL JOINT MESSAGE REGARDING COVID-19

The ability to raise non-property tax revenues is vital to expanding the budget every year and supporting the addition of positions associated with new and expanded initiatives and programming. However, there are noticeable and expected impacts on several revenue sources as a result of the COVID-19 crisis. Non-property tax revenues such as the Hotel/Motel tax; Meals' tax; and Parking Fund revenues are particularly susceptible to the implemented COVID-19 mitigation measures. Budgeted revenues from these three sources alone provided over \$44 million to the FY20 budget. At the same time, the City is actively exploring strategies to reduce the burden on our small businesses, which could potentially mean even lower revenues from certain fees.

In addition, there are likely to be significant impacts on the level of state aid the City receives each year. The City will be in a better position to understand and evaluate impacts on non-property tax revenues, as well as state aid, at the time that the tax rate is set in the fall.

The availability of Free Cash has allowed the City to act swiftly in making necessary appropriations to support efforts addressing community needs related to the COVID-19 crisis. However, we estimate that Free Cash in FY21 will be lower than previous years.

City departments are currently doing an extraordinary amount of work related to COVID-19. While the department narratives in the budget are intentionally forward-looking, it is unknown how much work related to COVID-19 efforts will need to continue into FY21. The City is appointing numerous advisory panels and committees to assist with planning for the eventual reopening of non-essential businesses and to provide input and guidance in required short- and mid-term practices and policies that will assist in ongoing efforts to minimize the spread of COVID-19.

In the nearly 175 years since Cambridge was incorporated, our predecessors have managed through wars, depressions, recessions, and other global pandemics. While municipal budgeting and management has become far more complex over time, our innate human capacity to persevere and thrive remains unwavering. FY21 will be different, and, for a while, it will be uncertain. But the prudent stewardship of this City and the dedication of its workforce have prepared us for this moment. The residents of Cambridge have sacrificed to keep our City safe, and we will do everything we can over the next year to rebuild together.

Very truly yours,



Louis A. DePasquale, City Manager



Sumbul Siddiqui, Mayor



LOUIS A. DePASQUALE
City Manager

City of Cambridge

Executive Department

LISA C. PETERSON
Deputy City Manager

June 15, 2020

To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

I am pleased to present the adopted Operating and Capital Budgets for the City of Cambridge for FY21 as well as the proposed FY22-FY25 Operating and Capital Plans.

Because of unprecedented events over the last several months, and the unknown longer-term impacts, the FY21 budget submission is being transmitted during a time of uncertainty. Since early March 2020, the City's top priority has been to mitigate the spread of Coronavirus Disease 2019 (COVID-19) in Cambridge, as well as to help provide critical food, lodging, and shelter services for those in need, and to support the small business community. This crisis has resulted in several major unanticipated financial impacts, particularly lower non-property tax revenues and state aid. These impacts will also be felt in FY21 and likely longer as we face unprecedented disruption to the economy.

At a time when many municipalities across the Commonwealth and the nation are being forced to reduce programming, services, and even staff, Cambridge is in a position to present a balanced budget for FY21 that maintains a high level of service for the community, and includes no staff or program reductions. This is because of our financial position, and the flexibility resulting from years of adherence to prudent financial policies and practices including: maintaining our excess levy capacity; budgeting revenues conservatively; and maintaining adequate fund balances.

However, longer term effects from the crisis and budget impacts are still unknown at this time. Several key, non-property tax revenues budgeted in FY21, as well as state aid levels, will have to be reviewed in the fall as part of the property tax and classification process and may need to be adjusted downward at that time, which will result in an increase in the property tax levy.

In response to this reality, the FY21 budget has been adjusted since the original plan. New positions included in the budget will not be filled until at least April 2021; and even then, some positions and program expansions may continue to be put on hold. This will result in many of the new initiatives included in the budget being delayed while the City assesses immediate and long-term impacts of the COVID-19 crisis. Prior to the COVID-19 outbreak, the FY21 budget included full funding for 33 new full-time positions associated with new and expanded initiatives related to City Council goals and priorities. These new positions are now only funded for 3 months.

The FY21 Operating Budget of \$715,264,225 represents an increase of \$34,655,884 or 5.1% over the FY20 Adjusted Budget. The proposed Capital Budget is \$312,285,940.

CITY MANAGER'S BUDGET MESSAGE

The FY21 budget was developed based on City Council goals, which are listed on page I-21. Each FY21 objective noted within City department budget narratives relates to one or more these City Council goals. In addition, the budget provides a plan on how to effectively allocate resources across different areas, which reflects expressed City Council priorities.

This FY21 budget includes information on consolidated spending across departments in key City Council priority areas. This year, as requested by the City Council, the budget also includes consolidated spending information in the categories of Vision Zero/traffic safety efforts, and anti-bias/diversity training and programs. This is in addition to consolidated spending information in the areas of affordable housing and homelessness, early childhood education, and sustainability. The FY21 budget includes over \$114 million in expenditures in these five important areas.

The budget also demonstrates a continued and strong commitment to fund programs and initiatives related to arts and culture, the public libraries, urban forestry, community infrastructure and maintenance, public safety, support for the small business community, schools, and open space.

In FY19, in response to stated City Council goals, I made a commitment to double the amount of funding to support affordable housing within 3-5 years. I am extremely proud that with the submission of the FY21 budget, the City will reach that goal within two years. As part of the FY21 budget, the City has again committed to using 25% of building permit revenue (\$4,998,630) in capital funding to the Affordable Housing Trust. The FY21 budget also includes \$10 million of property tax revenue, for the Affordable Housing Trust, an increase of \$5 million from last year.

Community Preservation Act (CPA) funds will be another significant source of revenue for affordable housing in Cambridge in FY21. Combined City and CPA funds are estimated to total over \$27.25 million in direct financial support for the Affordable Housing Trust in FY21, double the \$13,626,000 which was included in the FY19 budget. As noted in the consolidated spending section, over \$40.7 million will be spent from various sources in support of affordable housing and homelessness efforts across City departments in FY21.

In addition, it is also important to note that in FY20 the City used \$15 million from Free Cash to assist in preserving affordability of 504 units at Fresh Pond Apartments, at 362 and 364 Rindge Avenue, which was set to expire on December 31, 2020. As part of this successful effort, the Affordable Housing Trust will make available up to \$40 million to ensure the continued affordability of Fresh Pond Apartments. This commitment will include providing financing to the owner to reflect the value discount needed to continue affordability, and a rent reserve, which will be used to assist in transitioning some residents to a new affordable rent structure over the next ten years.

Because of the financial position that the City is in, the FY21 budget demonstrates our ability to provide a relatively seamless continuation of key programs and initiatives, as well as enhanced funding in a number of areas, despite the economic uncertainty facing much of the nation. However, as we move into FY21, we will continue to monitor revenues and expenditures carefully. Implementation of many of the new and/or expanded initiatives noted below will be intentionally delayed as we continue to assess potential impacts related to the COVID-19 crisis.

At the time of the writing of this message, we are still working to fully understanding the short-, mid-, and long-term impacts that the COVID-19 crisis is going to have on the FY21 budget. However, it is clear that

CITY MANAGER'S BUDGET MESSAGE

there will be impacts on the new programs and initiatives outlined in this budget document. Additionally, there will be modifications to existing programming and operations to accommodate changes required to continue to combat COVID-19. With the exception of the School Department budget, any new positions, including those associated with the initiatives outlined in this letter and in more detail throughout this document, are only budgeted for 3 months (starting April 2021).

The FY21 budget includes funding for a major expansion of branch library hours, although as noted above, implementation will be delayed due to the COVID-19 crisis. Expanded branch library hours on evenings and weekends will significantly increase access to library services for working individuals and families. As part of the plan, branch locations will offer at least five days and three nights of service, and Saturday hours will be offered at three branches. Open hours at physical locations throughout the City will increase from a collective total of 313 hours/week to 359 hours/week. Other capital improvements that began in FY20 at Central Square Branch, such as new furniture and improved lighting, will continue into FY21. The Library will also add a social worker position at Central Square Branch in FY21 to help connect vulnerable residents with social services and support staff training and learning.

The budget also includes enhanced funding for arts initiatives. Based on recommendations from the Mayor's Arts Task Force, a new Arts and Cultural Planning Division has been established within the Public Celebrations Department, including funding for a new Chief of Arts and Cultural Planning. The FY21 budget also includes additional funding for the Cambridge Arts Grant Program, and increased support for the Central Square BID and Cultural District.

In FY21 the City will continue its strong commitment to equity and inclusion within the workforce. The budget includes funds for expanded senior leadership in Equity and Culture, as the City works to expand collaboration with department leaders to align policies, practices, and programs citywide to fulfill the vision of workforce equity and excellence. This includes a new leadership position that will further promote an equitable and engaged workforce so employees can do their best work and make a difference for the people and communities Cambridge serves. Several equity and inclusion training opportunities will be available for all staff. These will include training on interpersonal aggressions, and anti-bias training which aim to build skills and cultural proficiency in the elimination of bias and the promotion and advancement of diversity, equity and inclusion.

A key focus for FY21 will be developing the detailed plan for Universal Pre-K that will serve 4-year old children through the schools, city programs and community preschools. The City has funded full scholarships for over 50 low-income 3- and 4-year olds to attend high quality preschool programs and those efforts will continue and expand in FY21. There will be a significant increase in scholarships, an expansion of the number of sites engaged in intensive quality efforts, and increased college courses on site in Cambridge to support staff. In addition, the City will provide funding to Head Start to enable its classrooms to be full day full year to better meet family needs.

The FY21 budget reflects the City's commitment to traffic safety initiatives including Vision Zero and the implementation of the City's Bicycle Network Plan. Funding is provided to continue work on the Inman Square Intersection Improvement project, which includes more conventional intersection geometry; separated bike lanes; additional crosswalks and protected pedestrian signal phases; dedicated bus lanes; and improved bus stop locations and routings. Surface construction will continue through 2021. Funding is provided in FY21 for two additional Traffic Engineers to support bike infrastructure projects. There is also additional funding to complete the City's Pedestrian Plan, as well as funding for traffic calming projects,

CITY MANAGER'S BUDGET MESSAGE

specific bike improvement projects, the complete streets reconstruction program, traffic signal improvements, and vision zero safety improvements.

This past fiscal year Cambridge exceeded its long-time goal of reducing trash by 30% by 2020, achieving a 32% reduction in 2019. The FY21 budget commits additional resources to the City's solid waste programs. There is also funding to continue the City's mattress recycling program, which diverts approximately 5,000 mattresses per year from landfills at no additional cost to participating residents. The program works with a nonprofit organization serving proven-risk young adults, collects mattresses and recycles their component parts.

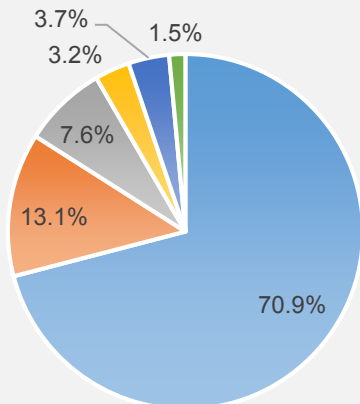
The FY21 budget provides additional resources to continue and enhance interdepartmental collaboration related to the City's rodent control efforts, including targeted, proactive inspections; addressing rodent issues on public property; working to control rodents during construction projects; enforcing sanitary codes and ordinances; and educating the public. The City Manager's Office, Public Health, Inspectional Services (ISD), and Public Works (DPW) Departments hold monthly internal Rodent Taskforce meetings with additional stakeholders from Cambridge Public Schools and Cambridge Housing Authority to discuss better coordination efforts to address rodents and will continue to enforce ordinances related to dumpsters, curbside trash, and private property cleanliness issues. The Inspectional Services Department will also conduct team inspections of neighborhoods with high rodent activity; increase inspections of dumpsters; and will require ongoing extermination efforts at properties undergoing substantial renovation or new construction.

During FY20, the City appropriated \$1.2 million for expanded tree planting. The City anticipates increased tree planting in FY21. The Operating Budget for tree planting and maintenance was increased in FY21 and includes funding for additional positions directly related to tree planting and maintenance programs. The increased budget will be supplemented by an FY21 Participatory Budget appropriation for 100 additional trees in targeted heat island locations as well as FY21 public investment (Capital Budget) funds.

In FY21, the City will implement the eight winning projects from the sixth cycle of Participatory Budgeting (PB) in which community members decided how to spend \$1,125,000 in FY21 capital funds. Including FY21, the City has allocated \$4.75 million dollars to PB since its inaugural FY16 cycle. Over 7,600 Cambridge residents age 12 and older participated in the December 2019 vote and chose projects which reflect important community priorities including: tree planting, water bottle filling stations, laundry access in public schools, pedestrian controlled crosswalk lights, extended outdoor wifi, a habitat corridor, Big Belly trash receptacles, and a public restroom.

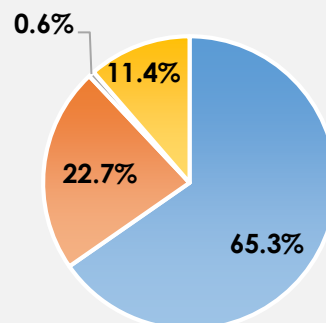
CITY MANAGER'S BUDGET MESSAGE

FY21 REVENUES BY CATEGORY: \$715,264,225



■ Taxes:	\$507,471,465
■ Charges for Services:	\$93,436,400
■ Intergovernmental Revenue:	\$54,553,800
■ Licenses & Permits:	\$22,738,570
■ Miscellaneous Revenue:	\$26,573,515
■ Fines & Forfeits:	\$10,490,475

FY21 EXPENDITURES BY STATUTORY CATEGORY: \$715,264,225



■ Salaries & Wages:	\$467,265,850
■ Other Ordinary Maintenance:	\$162,043,235
■ Travel & Training:	\$4,647,795
■ Extraordinary Expenditures:	\$81,307,345

FY21 OPERATING BUDGET

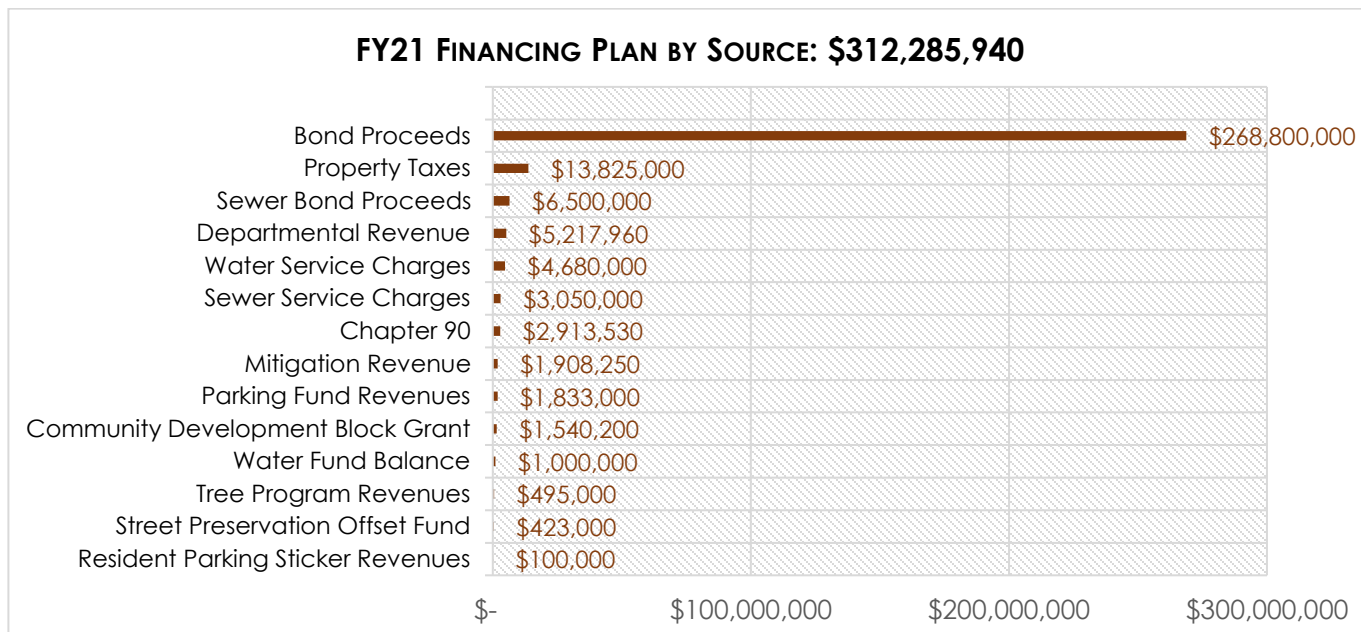
The proposed **Operating Budget** of \$715,264,225 includes the following:

- The City collaborated with School administration, elected officials, school communities, and fiscal staff during the School budget process. The FY21 School budget is \$213,714,730 and includes 57 new Full Time Equivalent (FTE) positions. The City increased property tax support to schools by 5.9% or \$10,561,245, to \$188,415,555. Because of the high priority the City places on supporting our schools, City funds budgeted for the School Department in FY21 were not revisited due to the COVID-19 crisis, unlike other areas of the budget.
- A total property tax levy of \$473,296,465 will support the General Fund Operating and Capital Budgets. This is an increase of \$35,167,771 or 8.03%, from the FY20 property tax levy, and represents a higher property tax levy increase than last year's increase of 6.9%. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of the process. In past years, the City has typically been able to use non-property tax revenues at a higher level than what is included in the budget, once the actual prior year receipts and final state aid figures were known. However, many non-property tax revenues will be lower than projected for FY20 due to the COVID-19 crisis, and the City will likely not be able to use additional non-property tax revenues, including state aid, when determining the actual tax levy.
- \$2,500,000 in overlay surplus balances accumulated from prior fiscal years will again be used to lower the tax levy increase.

CITY MANAGER'S BUDGET MESSAGE

- The City will recommend using \$14,000,000 in Free Cash to lower the property tax levy increase, which is consistent with the City's financial plan.
- The FY21 budget includes a 0% increase in the water rate and a 6.3% increase in the sewer rate, resulting in a 4.8% increase in the combined rate, as adopted by the City Council on March 23, 2020. This is the tenth consecutive year that the City has been able to produce a 0% water rate increase.
- Parking Fund revenues will provide \$25.3 million to support the operating budgets of various departments, including Traffic, Parking, and Transportation, plus an additional \$1.93 million to support capital projects such as traffic calming, garage repairs, safety improvements related to Vision Zero, energy efficiency initiatives, and bicycle infrastructure improvements. Similar to other non-property tax revenues, because of impacts related to COVID-19, this allocation will be reviewed in the fall as part of the property tax and classification process, and may have to be adjusted downward at that time.
- The City Debt Stabilization Fund will provide \$7 million to cover debt service costs, which is up from \$6 million in FY20 in order to address increased debt costs.
- This budget includes a 2.5% cost of living adjustment for all non-union employees and for those unions with settled contracts, a 3.0% increase in health insurance, and a 5.85% increase related to pensions.
- The Health Claims Trust Fund is providing \$12.5 million to support the health insurance budget.
- Consistent with FY20, the FY21 budget includes an Other Post Employment Benefit (OPEB) contribution of \$2 million.
- No new full-time positions are shown as part of the FY21 budget at this time. New positions included in the budget will not be filled until at least April 2021; and even then, some positions may continue to be put on hold. The corresponding savings related to salaries and benefits are reflected in the Employee Benefits budget

CITY MANAGER'S BUDGET MESSAGE



FY21 CAPITAL BUDGET

The proposed **Capital Budget** of \$312,285,941 includes the following:

- Construction of Tobin Montessori and Vassal Lane Upper School (\$237,000,000)
- Sewer and stormwater capital repairs (\$6,000,000), remedial construction (\$3,050,000), and climate change projects (\$500,000).
- A \$13,825,000 Pay-As-You-Go Public Investment allocation, which includes \$10,000,000 for affordable housing, \$1,100,000 in IT projects as part of the E-Gov initiative, \$1,600,000 for City capital projects, and \$1,125,000 for the winning PB projects.
- In FY21, \$16,000,000 will be bonded to fund significant building improvements as part of the Municipal Facilities Improvement Plan, primarily for needed repairs and upgrades to the Department of Public Works complex.
- In FY21, \$9,000,000 will be bonded to fund renovations to Lexington Avenue and River Street Firehouses.
- Water service charges of \$4,680,000 to cover all water-related capital projects.
- On March 5, 2020, the City sold \$53,665,000 in General Obligation Bonds to finance capital projects such as the King Open and Cambridge Street Upper Schools and Community Complex, sewer reconstruction, street and sidewalk reconstruction, and other municipal and school building renovations. The City's AAA bond rating allowed the City to sell these bonds at a true interest cost of 1.0%.

CITY MANAGER'S BUDGET MESSAGE

OUTLOOK

It is important to note, that while the City has generally been able to effectively weather the economic impacts associated with the COVID-19 crisis in the short-term because of adherence to long standing financial practices and policies, the longer-term outlook is unknown and less certain. At this point, it is clear that several FY21 revenue assumptions may need to be adjusted as we gain a clearer picture of short and long-term economic impacts. In addition, the Operating and Capital Budgets for the City, which often included significant expansion of staff, programs, and initiatives, may be very different moving forward for the foreseeable future.

Now, perhaps more than ever, it is important to maintain sound fiscal policies, which have enabled Cambridge to not only respond quickly and effectively to this crisis, but also to continue to be prepared for future and unanticipated impacts. As consistently noted in the credit ratings from the nation's three major rating agencies, Cambridge is particularly suited to demonstrate financial flexibility and resiliency through economic cycles. This is due to adherence to fiscal policies, maintaining sufficient reserves, budget controls and performance, and proactively addressing potential financial challenges.

At the end of Fiscal Year 2019 the City was left with significant and important reserves, including: \$246.6 million in Free Cash, \$190.4 million in excess levy capacity, \$56.2 million in the Debt Stabilization Fund, \$33.1 million in the Health Claims Trust, \$12.9 million in the Parking Fund fund balance, and \$11.7 million in the Water Fund fund balance. The City will not end FY20 in as strong of a financial position, primarily due to the financial impacts associated with necessary actions to deal with the COVID-19 crisis in the latter part of the fiscal year. However, in large part because of our financial position and reserves available, the City has still been able to maintain a high level of service to the community, while also redirecting critical resources to the fight against the spread of COVID-19.

The City has used \$89.32 million of Free Cash in FY20 to date. Major appropriations included \$14 million to lower the property tax rate; \$6 million to the Debt Stabilization Fund; \$5 million payment for the Green Line extension; \$23 million for construction of the Foundry Building; \$15 million to preserve affordability at Fresh Pond Apartments; \$7.3 million for the renovation of Glacken Field; \$4 million for complete streets bike network; \$1 million for bike safety improvements on Elm Street; \$1.2 million for expanded tree planting; \$1.5 million for vehicles and equipment for the Fire Department, \$700,000 for the design of new fire stations at Lexington Avenue and River Street; \$500,000 for slab repair at Lafayette Square and Inman square fire stations, \$1.1million for snowstorm related expenses; \$500,000 for design of improvements to the DPW complex; \$500,000 for HVAC repair at the Simard Building; \$350,000 for Central Square Branch Library improvements; and \$300,000 to complete renovations to Clarendon Avenue Playground. It's anticipated that there will be additional requests for Free Cash appropriations in FY20 such as for the construction of a Universal Design playground, and for the temporary shelter at the War Memorial facility.

The City's Free Cash position in FY21 is projected to be significantly less than the FY20 certified Free Cash position, due to the level of use in the current year, and lower non property tax revenues, which typically help to replenish the amounts used.

We will continue to use our five-year financial and capital plan, debt and reserve policies, and the City Council goals as guides in our long-term planning to maintain stability and predictability in our budgeting process and adherence to our policies. While we have again been able to commit significant and increasing resources as part of the FY21 budget to address community needs and priorities, particularly unanticipated costs related to COVID-19, it will still be important to pay attention to the risk factors the credit

CITY MANAGER'S BUDGET MESSAGE

rating agencies highlighted such as material growth in our debt burden, substantial increases in OPEB liabilities, and significantly reducing our reserve levels.

The current crisis will likely have both immediate and long-term effects on valuations. It is still important that a healthy balance of development between residential and commercial be continued to ensure homeowners' real estate taxes remain affordable.

Major priorities that will impact the budget over the next few years include bonded projects such as the Tobin Montessori and Vassal Lane Upper Schools, and major municipal building renovations and program expansion opportunities, both of which could impact the City's bonding ability, and increases related to health insurance, pensions, and collective bargaining agreements. While not all capital projects are in the City's five-year plan, we will continue to review and update the plan to ensure it reflects the needs and priorities of the community. This process will also continue to include discussions and analysis of longer-term capital needs for the City over the next 15-20 years.

CONCLUSION

This budget is a recognition of our commitment to excellence in customer service, and our collective desire to do as much as we responsibly can to meet the urgent and varying needs facing the City today and into the future. It is also a direct reflection of the goals of the City Council and the priorities of the residents and taxpayers of Cambridge.

I am confident in our ability to confront this crisis successfully and with resiliency. Ensuring that the City remains in a strong fiscal position will allow us to continue to provide the services, programs, and initiatives that our community expects. Our effective short and long-term financial, economic, and programmatic planning strategies will help ensure that Cambridge can continue to provide the high level of services that residents expect.

I encourage readers to review the City Council goals, key initiatives, each department's budget narrative, and this year's capital projects to gain a deeper understanding of how each of those are an important component to continuing to make Cambridge such a great place to live, work, and visit.

These are uncertain and challenging times, but we should all be proud of the resolve that we have shown as a community, our ability to respond, and the proactive steps we have taken to keep the community informed, help our most vulnerable residents, allocate resources, and coordinate with local, state, and federal entities when faced with this current crisis.

I want to thank the Mayor and City Council for their leadership, and for advocating for a financial plan that continues to match City policies and priorities, while also being mindful of the impact on taxpayers.

Thank you, again, for placing your trust and confidence in me to lead this great City.

Very truly yours,



Louis A. DePasquale

SIGNIFICANT BUDGET MODIFICATIONS

Many of the new initiatives for FY21 outlined below will be intentionally delayed while the City assesses immediate and long-term impacts of the COVID-19 crisis. In addition, new positions included in the budget will not be filled until at least April 2021; and even then, some positions may continue to be put on hold. Therefore, the FY21 budget is lower than it would have otherwise been. The corresponding savings related to salaries and benefits are shown in the Employee Benefits budget.

DEPARTMENT	DESCRIPTION	COST
GENERAL GOVERNMENT		
CITY COUNCIL	To provide funding to convert Council Aide positions to full time positions.	\$105,895
EMPLOYEE BENEFITS	Reduced budget primarily due to salary and benefit savings of new positions being funded for only 3 months.	(\$5,732,760)
EXECUTIVE	To provide funding for the hire of a new Case Manager in the City Manager's Housing Liaison Office.	\$143,244
	To provide funding for additional outreach and materials for the City Manager Housing Liaison Office.	\$10,000
	To provide funding for additional leadership for Equity and Culture	\$242,264
	To provide funding for a part-time Coordinator position within the Equity and Inclusion Office.	\$64,303
	To provide increased funding for the Office of Tourism	\$115,000
	Total	\$574,811
FINANCE	To provide funding to continue implementation of recommendations of the Mayor's Arts Task Force.	\$107,000
	To provide additional funding for arts in the Central Square Cultural District	\$250,000
	To provide funding for two new IT Engineers related to network and security.	\$328,526
	To provide increased funding for training.	\$50,000
	To provide increased funding for tuition assistance.	\$20,000
	Total	\$735,526
LAW	To provide funding for a new Assistant City Solicitor.	\$173,379
PUBLIC CELEBRATIONS	To provide increased funding for the Public Art Grant Program.	\$160,000
	To provide funding for a new Chief of Arts and Cultural Planning.	\$176,180
	Total	\$336,180
PUBLIC SAFETY		
ELECTRICAL	Reduction in energy costs.	(\$100,000)
EMERGENCY COMM.	To provide funding for a new Business Analyst.	\$164,263
	To provide funding for a new Security Network Analyst.	\$179,835
	Total	\$344,098
INSPECTIONAL SERVICES	To provide funding for increased rodent control efforts.	\$70,000
POLICE	To provide additional funding for vehicle replacement and uplift	\$90,000

SIGNIFICANT BUDGET MODIFICATIONS













	To provide funding for a part-time Family and Social Justice Case Manager	\$84,031
	Total	\$174,031
TRAFFIC, PARKING & TRANSP.	To provide funding for the hire of two Engineering Project Managers.	\$319,060
COMMUNITY MAINTENANCE AND DEVELOPMENT		
COMMUNITY DEVELOPMENT	To provide funding for a new Associate Housing Planner.	\$143,244
	To provide funding for a new Preservation and Development Housing Planner.	\$159,524
	To provide funding for a new Compliance and Asset Manager.	\$159,524
	To provide funding for a part-time Inclusionary Housing Assistant.	\$25,058
	To provide funding for a real estate development economics consultant.	\$100,000
	To provide funding for affordable housing outreach and materials.	\$35,000
	To provide additional funding for climate change preparedness efforts.	\$50,000
	To provide funding for a retail strategy - circular economy consultant.	\$35,000
	To provide funding for rental assistance for Inclusionary Zoning development residents.	\$50,000
	To provide funding for a home performance contractor.	\$28,000
	To provide funding for the Pedestrian Plan update.	\$25,000
	To provide additional funding for climate change communication.	\$100,000
	To provide funding for the Food Incubator Program.	\$30,000
	Total	\$940,350
DEBT SERVICE	Increase in debt payments per debt service schedule.	\$4,180,020
PUBLIC WORKS	To provide funding for a new Working Supervisor/Tree Planter.	\$124,619
	To provide funding for two new Tree Planters.	\$237,614
	To provide funding for a new Solid Waste Program Manager.	\$126,357
	To provide funding for fire notification system inspections.	\$80,000
	To provide funding for CDL Crash Reduction Program training.	\$43,000
	To provide funding for maintenance of chilled water and cooling tower treatment systems.	\$80,000
	To provide funding for the Public Shade Tree Program.	\$100,000
	To provide additional funding for cemetery groundskeeping.	\$35,000
	To provide funding for fleet upgrades.	\$100,000
	To provide additional funding for flooring and furnishings.	\$50,000
	To provide funding for mattress recycling, collection, and processing.	\$200,000
Total	\$1,176,590	
WATER	Debt service payments decreased.	(\$471,505)

SIGNIFICANT BUDGET MODIFICATIONS

HUMAN RESOURCE DEVELOPMENT		
HUMAN SERVICES	To provide funding for a new STEAM Internship Coordinator	\$118,837
	To provide funding for two new Birth to Third early childhood positions.	\$303,699
	To provide funding for the expansion of the Agenda for Children/ out of school time program.	\$25,750
	To provide funding for additional STEAM internships.	\$15,000
	To provide funding for the Math Matters for Equity program.	\$50,000
	To provide increased funding for a Food Pantry Contract.	\$20,000
	To provide increased funding for Birth to Third scholarships.	\$1,600,000
	To provide funding for planning and consultant related to UPK expansion.	\$70,000
	To provide funding to expand Community Engagement Team efforts related to Birth to Third early childhood program.	\$310,000
	To provide funding to expand UPK as part of the Birth to Third early childhood program.	\$120,000
	To provide funding for Birth to Third Early Years expansion.	\$61,000
	Total	\$2,694,286
LIBRARY	To provide funding for equity, diversity, and inclusion consultants.	\$25,000
	To provide additional funding for STEAM supplies.	\$35,000
	To provide additional funding for programming.	\$20,550
	To provide funding for a Social Worker at the Central Square Branch.	\$147,951
	To provide funding for additional staff for expanded branch hours.	\$654,172
	Total	\$882,673
EDUCATION		
SCHOOL	Increase in tax support for School Department.	\$10,561,245
INTERGOVERNMENTAL		
CHERRY SHEET	Cherry Sheet assessment increase.	\$367,870
CAMBRIDGE HEALTH ALLIANCE	Increase in Health Alliance allocation, based on agreement.	\$100,000
MWRA	Increase in MWRA's allocation.	\$516,950
TOTAL		\$17,948,699

CITY COUNCIL GOALS

The City of Cambridge is dedicated to continuing to improve the quality of life for everyone in our community in an environment of excellence while maintaining a strong financial position including awareness of the impact on taxpayers. The following icons will represent the City Council’s goals throughout this document.

ICON	GOAL
	1. Increase access to affordable housing for all income groups.
	2. Ensure that Cambridge offers economic and educational opportunity to all.
	3. Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.
	4. Expand and deepen community engagement.
	5. Develop more proactive, inclusive, and transparent city planning process.
	6. Make it easy to move safely through the City, especially by sustainable modes of transportation.
	7. Increase opportunities for all residents to enjoy the City’s open spaces.
	8. Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.
	9. Improve Council’s capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.
	10. Ensure City’s budget allocates resources responsibly and responsively.
	11. Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge’s core values.
	12. Eliminate bias within the City workplace and wider community.

KEY INITIATIVES

AFFORDABLE HOUSING

The FY21 budget again includes a significant increase in funding for the development and preservation of affordable housing in Cambridge. Similar to last year, as part of the FY21 Budget, the City has committed to 25% of building permit revenue (\$4,998,630) in capital funding to the Affordable Housing Trust. In addition, in FY21, \$10 million of property tax revenue will be used to provide funding to the Affordable Housing Trust. This totals \$14,998,630 in the FY21 Capital Budget to directly support the development and preservation of affordable housing. These funds will supplement anticipated FY21 Community Preservation Act (CPA) funds as well as federal funding. Through these sources, and the FY21 budget, the City will reach its goal of doubling the amount of funds dedicated to creating and preserving affordable housing from FY19 (\$13,626,000) within 3-5 years.

- 25% of FY21 Building Permit Revenue \$4,998,630
- FY21 Property Tax \$10,000,000
- Estimated FY21 CPA allocation \$12,256,000*

FY21 TOTAL \$27,254,630

*Assumes 80% CPA allocation for affordable housing

Through FY20, the City has appropriated more than \$219 million to invest in affordable housing initiatives. These funds have been used to preserve or create more than 3,075 affordable units to date. The City will also continue to commit resources to this effort through zoning tools to promote affordable housing, providing access to affordable rental housing, homeownership education, and counseling and financial assistance.

In FY21, the City will continue work with the City Council to examine using a percentage of potential new revenue sources related to local option taxes from short term rentals and adult use cannabis, and other mechanisms to create dedicated revenue for affordable housing such as through real estate transfer fees.

FRESH POND APARTMENTS

In FY20, \$15,000,000 was appropriated to the Affordable Housing Trust to assist in preserving affordability of units at Fresh Pond Apartments at 362 and 364 Rindge Avenue. Under terms of the restrictions in place here, affordability of the 504 units was set to expire on December 31, 2020. As part of this successful effort, the Affordable Housing Trust will make available up to \$40 million to ensure the continued affordability of Fresh Pond Apartments. This commitment will include providing financing to the owner to reflect the value discount needed to continue affordability, and a rent reserve, which will be used to assist in transitioning some residents to a new affordable rent structure over the next ten years.



KEY INITIATIVES

BUILDING AND PRESERVING AFFORDABLE HOUSING

- Concord Highlands/Finch Cambridge: completing construction and leasing of 98 new units of mixed-income affordable housing on Concord Avenue. Designed to meet Passive House standards, the highest energy-efficiency and sustainability standards, Finch is the largest new construction of affordable housing in Cambridge in 40 years.
- Frost Terrace: 40 new units of affordable rental housing will be completed in FY21 in Porter Square.
- Squirrelwood: 23 new affordable rental units will be completed in FY21 as part of an effort to recapitalize and preserve affordability of 65 affordable units between Linwood Court and Squirrel Brand Apartments.
- Rindge Commons: planning for the development of approximately 100 units of affordable housing in a two-phased mixed-use development in Alewife.
- Jefferson Park Federal Public Housing: working with the Cambridge Housing Authority to plan for the revitalization of this development to ensure it continues to provide needed affordable housing that will remain viable into the future.
- 2072 Massachusetts Avenue: planning for the redevelopment of this property as affordable housing near Porter Square.
- 884 Main Street: preliminary planning for the redevelopment of this property, which will be given to the City by MIT for creation of affordable housing.
- 52 New Street: preliminary planning for the redevelopment of this property as affordable housing, adjacent to Danehy Park.

INCLUSIONARY HOUSING

More than 1,300 housing units have been completed or are now approved pending construction under the City's Inclusionary Housing provisions. More than 635 applicants have been housed in inclusionary rental units in the past 5 years. With more than 225 new inclusionary units now under construction, the City will continue to see new inclusionary housing becoming available throughout FY21.

INCENTIVE ZONING NEXUS ZONING STUDY

In FY20, the City completed the Incentive Zoning Nexus Study which reevaluated the Incentive Zoning provisions and the nexus between new commercial development and projected affordable housing needs. The City will continue discussion of study recommendations in FY21.

AFFORDABLE HOMEOWNERSHIP

The City oversees more than 500 affordable homes. Over 75 residents purchased their homes with assistance from the City in the last 5 years, and more than 200 residents have purchased a City-assisted affordable home in the last decade.

EVALUATION OF RESIDENT EXPERIENCE IN INCLUSIONARY HOUSING IN CAMBRIDGE

In FY20, the City initiated a process to assess the experience of residents who live in inclusionary housing in Cambridge. This evaluation will commence in FY21 as the City works with a consultant, who will conduct a study to identify issues and/or biases faced by residents living in inclusionary housing and recommend how the City might improve the experience of residents living in inclusionary housing.

KEY INITIATIVES

COMMUNITY PRESERVATION ACT

The Community Preservation Act (CPA) was created by a state law (MGL Chapter 44B) to help cities and towns preserve the character of their community. In 2002, Cambridge residents voted to adopt the CPA, which allowed a 3% surcharge on property tax bills to fund affordable housing, open space, and historic preservation projects.

Through FY20, the City has appropriated/reserved a total of \$206.3 million for CPA projects, including \$165 million for affordable housing initiatives. To date, the City has allocated \$52.7 million in state matching funds, \$128.2 million from local surcharges, and \$25.4 million from the CPA Fund Balance.

In September 2019, the CPA Committee once again unanimously voted for an allocation of 80% for affordable housing projects, 10% for historical preservation projects, and 10% for open space projects. Total FY20 CPA funding was \$13,230,000. All funds allocated for affordable housing are appropriated and managed through the Affordable Housing Trust.

In FY20, historic preservation grants funded numerous municipal projects, including: façade restoration at the Inman Square Fire Station; preservation of Assessor’s Records; replacement of markers on the African American Heritage Trail; restoration of grave markers in the Old Burying Ground; and digitization of the Survey of Architectural History in Cambridge. There was also continued funding for the Historical Commission’s Preservation Grants program, which supports exterior restoration projects by affordable housing agencies, income-eligible homeowners, and nonprofit institutions with significant historic properties.

FY20 open space grants include continued support for improvements at Magazine Beach, an ecological restoration project at Hell’s Half Acre, design for a greenway/multi-use path extension near Alewife, and the replacement of play structures and furniture at Hoyt Field.

Cambridge has received more CPA matching funds from the Commonwealth than any other participating community. In FY20, the state match was 24.3% after the distribution of \$20 million in state surplus funding. As part of the FY20 state budget, a permanent increase to the recording fees at the Registry of Deeds was adopted. The recording fees provide revenue to the statewide CPA Trust Fund.

WHAT WORKS CITIES

Cambridge is currently working with Bloomberg Philanthropies to pursue What Works Cities Certification, a standard of excellence for well-managed, data-driven local government. What Works Cities is a worldwide effort to help cities leverage data, evidence, and analytics. Cambridge’s certification effort is working to improve organization wide data and decision-making infrastructure. The City has acquired sophisticated new tools and techniques for analyzing data to deliver city services faster, more efficiently, and at potentially lower cost; built capacity to conduct performance-based contracts which will improve vendor accountability and value delivery in the coming years; and piloted predictive analytics projects to offer more targeted services and to streamline departmental operations.

KEY INITIATIVES

BIRTH TO THIRD PARTNERSHIP UNIVERSAL PRE-K

The Birth to Third Partnership, established as a result of the City Manager’s Early Childhood Task Force, is jointly lead by the School Department and the Department of Human Service Programs. For the last two years, the primary focus of the work has been to support intensive quality improvement work with community preschools and family childcare providers across the city. The City has also funded full scholarships for over 50 low-income 3- and 4-year olds to attend high quality preschool programs. Those efforts will continue and expand in FY21. There will be a



significant increase in scholarships, an expansion of the number of sites engaged in intensive quality efforts, and increased college courses on site in Cambridge to support staff. In addition, the City will provide funding to Head Start to enable its classrooms to be full day full year to better meet family needs.

A key focus for FY21 will be developing the detailed plan for Universal Pre-K that will serve 4-year old children through the schools, city programs and community preschools. After gathering community input, the plan will address strategies to increase the number of programs meeting state quality standards, to develop a pipeline of qualified teachers, to ensure that programs funded by the city are diverse and inclusive and to ensure family choice in hours of operation. Other key issues to be addressed are whether programs will be free or use a sliding fee scale based on family income and whether enrollment will be centralized or program-based.

The city will continue to work to expand capacity through development of additional preschool sites. The Tobin Montessori Vassal Lane School will reopen in 2024 with 4 additional preschool classrooms. The city is actively working to secure 4 additional preschool classrooms in North Cambridge.

PRESCHOOL LOTTERY

In 2017, data showed that DHSP Preschools were serving more and more upper income families and fewer lower income families. Working with Strategies for Children to examine tuition scale and enrollment policies, it became apparent that a major obstacle to enrolling more lower income families was the first come first serve waitlist for programs. As a result, the Department made a number of changes to the enrollment process and to tuition/scholarship scales. A key change was moving to a lottery system with reserved priority seats in each classroom for families that were at or below 65% of HUD AMI. Using targeted recruitment strategies, through CET Outreach workers and in subsidized housing developments, the Department was able to recruit more low-income families to join the lottery process. All recruitment and application materials were also translated into Spanish, Haitian Creole, and Amharic.

In addition to the changes to the enrollment process, the Department made significant changes to Tuition/Scholarship rates. Families would be paying no more than 1% to 8% of income for preschool, with the lower percentages directed to families below 100% of HUD Area Median Income. With this shift in practice, families no longer need to apply for a scholarship but were given a tuition scale based on their income. With the new tuition/scholarship scale, only families earning above 120% of HUD AMI would be paying a higher tuition rate than before. Through these changes, the percentage of low-income children has increased from 26% of children enrolled to 45% for FY21.

KEY INITIATIVES

YOUTH ENGAGEMENT & EF GLOCAL CHALLENGE

In fall 2019, the Community Development Department partnered with EF Education First (EF) and CRLS to host the 8th annual EF Glocal Challenge. This contest brought together over 75 CRLS students to create proposals to address the global water crisis in Cambridge. After pitching their ideas to expert judges, five teams emerged victorious, winning spring/summer internships and seed funding. These teams have been working with CDD to implement their projects. Proposals include an educational campaign for renters to learn how to become resilient to flooding from extreme weather, an app-based video game for youth to learn about water quality on the Charles River, a regular clothing swap to decrease water consumption in the fast fashion industry, a Meatless Mondays education campaign at CRLS, and the creation of prototypes to test out new ways to remove invasive species from Cambridge waterways. Traditionally, two winning teams are selected to travel with EF to participate in a STEAM-focused immersive experience concentrated on climate and water. The FY21 budget includes increased funding to continue supporting the Glocal Challenge.



LIBRARY BRANCH EXPANDED HOURS

The FY21 budget includes funding for an expansion of branch library hours, although implementation will be delayed due to the COVID-19 crisis. As part of the expanded hours plan, hours at physical locations will increase from a collective total of 313 hours/week to 359 hours/week. The Library also brings its services to locations in the community, delivering library materials to homebound individuals, conducting monthly outreach visits to senior centers and assisted living facilities, and connecting with youth and families at low-income housing sites. The Library is always open online, and its robust online resources include access to digitized one-of-a-kind historic material and downloadable or streaming books, movies, music, magazines, and training. In FY21, the Library will have opened three STEAM spaces at the Main Library.



KEY INITIATIVES

STEAM INITIATIVE

The Cambridge STEAM (Science, Technology, Engineering, Arts, and Math) Initiative is a partnership between the Department of Human Service Programs (DHSP), the Cambridge Public Library (CPL), and the Cambridge Public Schools (CPS). The STEAM Initiative ensures that, through equitable access to high quality STEAM programming and resources, all Cambridge residents, regardless of social and economic barriers, are STEAM literate and possess the skills necessary to be successful, engaged, and responsible citizens in a rapidly changing world. The Initiative works to strengthen, support, and connect existing programs and identify any programming gaps through partnership with others. In the past year, the Initiative focused on increasing students' exposure to STEM professionals, building a system where professionals are connected to students through new spaces and programming at the Library, and supporting in-school and Out-of-School Time (OST) programs. Across departments, providers, and programs, the Initiative is anchored by shared Guiding Principles: access and equity; focus on families; collaboration; teaching and learning; facilitating innovation; data, and research.

CPL celebrated the opening of the STEAM Learning Lab, a flexible event space with classroom-scale web conferencing capabilities and other features that support a wide range of teaching activities and events. In January 2020, CPL launched the CPL STEAM Academy to provide free, immersive programs to Cambridge teens and middle schoolers, prioritizing underserved youth. CPL also unveiled the Hive, a new STEAM creativity zone that consists of a makerspace stoked with digital and traditional tools and home to two recording studios for creating audio and video content. The HIVE includes a Tech Bar, where visitors can receive technology advice and check out a variety of devices, including Chromebooks, GoPro cameras, and more. In addition to the Main Library, each neighborhood branch will have its own device stock as well.

To support the STEAM Initiative in FY21, DHSP will continue to build the capacity of the OST community to offer quality, age-appropriate STEAM programs to children of all ages and to expand participation of families and hands on experiences by:

- Providing OST program providers with professional development workshops and collaborating with Agenda for Children OST to create an integrative coaching model.
- Offering a variety of professional development opportunities for educators that range from a basic introduction to STEAM, to active exploration of tested curriculum, to workshops that support pedagogy focused on inquiry and learner focused experiences.
- Evaluating STEAM-focused programs, including the Mayor's Summer Youth Employment Program and the EF Glocal Challenge, to integrate STEAM fundamentals into the learning experience of Cambridge high school students.
- Continuing partnerships with School District's Science and Math Curriculum Coordinators and the Assistant Director of Education Technology to connect them with resources from outside partners.
- Creating a series of aligned professional development experiences, in coordination with the Birth to 3rd Partnership that will engage preschool teachers in STEM activities they can implement
- Supporting preparation for the opening of the Foundry Maker Space, which will transform the historic Foundry Building into an incubator for STEAM activities and job training in STEAM fields.

KEY INITIATIVES

ARTS AND CULTURE

The FY21 budget includes enhanced funding for art initiatives. In response to recommendations from the Mayor’s Arts Task Force, a new Arts and Cultural Planning Division has been established within Public Celebrations. Within this Division, a new position of Chief of Arts and Cultural Planning has been created. Reporting directly to the City Manager and working in collaboration with Arts Council staff, the position will be responsible for the planning and implementation of the key recommendations from the Mayor’s Arts Task Force and Envision Cambridge. The FY21 budget also includes additional funding for the Public Arts Grant Program, as well as increased support for the Central Square BID and Cultural District, as the City continues to implement recommendations of the Mayor’s Arts Task Force.

TOURISM, ECONOMIC DEVELOPMENT, ARTS (TEA) WORKING GROUP

In FY20, representative staff from the Cambridge Office of Tourism, the Economic Development Division of the Cambridge Community Development Department, the Cambridge Arts Council, the Multicultural Arts Center and the City of Cambridge Finance Department formed a Tourism, Arts, Economic Development (TEA) working group. The purpose of the group is to enhance collaboration and share information on existing marketing efforts as well as brainstorm about new opportunities to promote small businesses in Cambridge. The group has collaborated on three Winter Arts Market; a comprehensive listing of all holiday markets in the city; social media promotion; the vacant storefront Design Contest; Small Business Challenge; Small Business Saturday; and other programs that support the resilience of commercial districts. This type of collaboration is especially important given the challenges currently facing all three sectors due to COVID-19. In FY21, the group will continue to look at seasonal and year-round opportunities for heightening the profile of the City’s small business, arts and creative sectors and continue to develop strategies to collectively support and promote these efforts.

SOLID WASTE REDUCTION



During FY20, Cambridge exceeded its long-time goal of reducing trash by 30% by 2020, achieving a 32% reduction in 2019. Cambridge households now produce 15.6 pounds of trash per week on average, compared to 22.8 pounds per week in 2008. Continued improvements to the City’s solid waste programs will be supported by the addition of a new Solid Waste Program Manager position in FY21.

In FY19, the City launched a small business recycling collection pilot program and is collecting recyclables from 125 small businesses (primarily restaurant and retail) twice per week at no cost to the business. In the coming year, the program will expand to 125 additional businesses.

During FY20, Public Works also implemented a program to divert approximately 5,000 mattresses per year from landfills at no additional cost to participating residents. UTEC, a nonprofit organization serving proven-risk young adults, collects these mattresses and recycles their component parts. This program was launched using funding from a Massachusetts Department of Environmental Protection (MassDEP) grant, and will continue in FY21 with the support of a \$200,000 operating budget allocation.

KEY INITIATIVES

EQUITY & INCLUSION

The purpose of the City's Equity and Inclusion Initiative is to promote an engaging work environment so employees can do their best work and make a difference for the people and communities we serve. In order to accomplish this, the City is focusing on three goals: City policies will be aligned with supporting equity and inclusion; recruitment, hiring, retention, succession planning and promotion policies will foster equity and inclusion; and City leaders, managers and employees are committed to equity and inclusion and skilled to lead a thriving, diverse workforce. This work is embedded in an awareness of Identity, training and discussions on Structural Racism, the development and roll out of Leadership Expectations, and how to support and hold ourselves and others accountable as we live these leadership expectations. Sixty City leaders are involved in this effort to date. This effort will expand in FY21.

The budget also includes funds for expanded senior leadership in Equity and Culture, as the City works to expand collaboration with department leaders to align policies, practices, and programs citywide to fulfill the vision of workforce equity and excellence. This includes a new leadership position that will further promote an equitable and engaged workforce so employees can do their best work and make a difference for the people and communities Cambridge serves.

In FY20, the Office of Equity & Inclusion (OEI) collaborated with the Personnel Department and an equity and inclusion consultant to substantially revamp the Valuing Diversity training. In FY21, in partnership with the Personnel Department, a varied menu of equity and inclusion training opportunities for all staff, will be available including on interpersonal aggressions. In FY21, the office will work to provide anti-bias training for all employees and enhanced leadership training.

In FY20, the City launched Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring and Promotion in order to develop a plan for equity and inclusion grounded in research and experience. A comprehensive review was conducted of all City departments' existing internal programs and policies related to recruitment, hiring and promotion. There was also an anonymous employee survey which resulted in over one thousand (1,000) responses. Results will form the basis for a formal recruitment, hiring and promotion plan to serve as a roadmap for all future City recruitment, hiring and promotion actions.

As noted in the Consolidated Spending Section (page I-30), additional initiatives related to equity and inclusion are planned for FY21 within specific City departments including: the School Department; the Community Development Department; Police Department; Human Rights Commission; Emergency Communications Department; Public Library; Human Services Programs; and Women's Commission.



KEY INITIATIVES

SUPPORTING IMMIGRANT RIGHTS AND CITIZENSHIP

The Commission on Immigrant Rights and Citizenship (CIRC) works through its Immigrant Services Liaison (ISL) to reach out to Cambridge’s immigrant communities with information about legal resources, English for Speakers of Other Languages (ESOL) classes, citizenship classes, housing resources, school and afterschool programs, and other City and local resources. CIRC’s ISL has built relationships with Cambridge Public Schools, local non-profits, the Community Engagement Team, after-school programs, local businesses and a broad range of other local organizations, helping to spread the word about CIRC and its services to those who might need them.

In collaboration with De Novo (formerly Community Legal Services and Counseling Center/CLSACC), CIRC provides a monthly Immigrant Legal Screening Clinic on the third Wednesday of every month at De Novo’s offices in East Cambridge. The clinics are free and open to all Massachusetts resident immigrants. Attendees are able to consult with an experienced immigration attorney for up to a half hour, followed by a referral to a no-cost, low-cost, or fee-for-service immigration attorney, as appropriate. In 2019, 233 individuals or groups from 45 countries benefited from the Clinic’s services. Over a third of the attendees were Cambridge residents. The FY21 budget includes funds for the Screening Clinic, the Immigrant Services Liaison, and translation and printing of resource material.

UNIVERSAL DESIGN PLAYGROUND

The City is in the process of creating a new Universal Design playground at Danehy Park. This exclusively Universal Design playground will be the first of its kind in Cambridge and serve as an effective way to demonstrate Universal Design principles, while also being used by people of all abilities and ages. Universal Design is a design approach guided by a specific set of principles that takes into account not only accessibility and mobility, but also potential sensory, cognitive, and emotional barriers. Creating a Universal Design playground in Cambridge is consistent with, and advances, the City’s goals related to open space, as well as accessibility and inclusion. A focus group made up of city staff, parents, park abutters, and educators, was created in FY19 worked closely with City staff, park design consultants, and the community, throughout the comprehensive public process. It is anticipated that construction of the park will begin in FY21 and last about a year.



KEY INITIATIVES

OPEN SPACE NETWORK

Guided by the Healthy Parks and Playgrounds Task Force Report, renovations to the Graham and Parks School playground and Clarendon Avenue Park added new opportunities for creative play to these spaces. Improvements and enhancements to the City's open spaces in FY21 will include the construction of the new Rogers Street park and design of the Triangle and Binney Street parks in East Cambridge. Renovation of Glacken Field will also take place in FY21. Community processes for the redesign of Sennott Park, Carl Barron Plaza, and the Peabody School Playground are expected to be underway in FY21, engaging residents and other stakeholders in the design of these spaces.

The City continues to advance plans for the Grand Junction Path, along the railroad right of way, that incorporates the vision of enhanced use by pedestrians and cyclists. With the first segment of the path completed between Main and Broadway, and a second segment in final design as part of a city parks project, the design process for remaining sections of the path in Cambridge have begun and is expected to be completed in FY21. In FY21, design of the Watertown-Cambridge Greenway extension project will start, the last piece necessary to complete a regional connection between the Charles River and the Minuteman Path. This multi-use path would begin at Concord Avenue, across from Fresh Pond, and run between New Street and the Fresh Pond Mall, alongside the northwest corner of Danehy Park (with connections into the park), and to Sherman Street, providing new green space and greater connectivity to local streets, parks, and regional pathways for new and future residents and workers in the Alewife area. The path was identified as an important new connection in the Envision Cambridge planning process.

Looking more broadly at the public realm and its role in community life, a study of open space need and evaluation of public space uses in FY21 will provide guidance on priority areas for improving access and identify opportunities for placemaking. The open space study will apply an equity lens to determine need based on multiple criteria, including distribution and access, park condition, and environmental and public health benefits. It will incorporate analysis and recommendations from the City's Urban Forest Master Plan and Climate Change Preparedness and Resilience Plan. Public realm design guidelines will be developed to help establish an overarching vision for the public realm, inform the design of streetscapes and other public spaces, and guide design review of privately-owned public spaces.

RODENT CONTROL

The FY21 budget provides additional resources to continue and enhance interdepartmental collaboration related to the City's rodent control efforts, including targeted, proactive inspections; addressing rodent issues on public property; working to control rodents during construction projects; enforcing sanitary codes and ordinances; and educating the public. The City Manager's Office, Public Health, Inspectional Services (ISD), and Public Works (DPW) Departments hold monthly internal Rodent Taskforce meetings with additional stakeholders from Cambridge Public Schools and Cambridge Housing Authority to discuss better coordination efforts to address rodents and will continue to enforce ordinances related to dumpsters, curbside trash, and private property cleanliness issues. The Inspectional Services Department will also conduct team inspections of neighborhoods with high rodent activity; increase inspections of dumpsters; and will require ongoing extermination efforts at properties undergoing substantial renovation or new construction.

KEY INITIATIVES

BUSINESS IN THE CITY

By offering an array of programs and direct assistance, the City seeks to keep Cambridge's commercial districts vibrant and accessible for all Cambridge residents, businesses, employees, and visitors.

- **COVID-19 Small Business Support:** Beginning in March 2020, the City began offering the Small Business COVID-19 Relief Grant Program to support approximately 100 Cambridge businesses. The Community Development Department (CDD) worked with businesses and business association leadership to provide technical assistance around local, state and federal programs, including providing grant funding to home-based and operating essential businesses to help them bridge this period of uncertainty.
- **Small Business Saturday:** Throughout the 2019 holiday season, the City partnered with local businesses and business associations to encourage residents and visitors to “shop small business and shop Cambridge” on Small Business Saturday, the Saturday after Thanksgiving, and all season long. Staff promoted, attended, and celebrated at a dozen events city-wide, and produced and distributed thousands of small business retail shopping maps and reusable bags for Cambridge's nine commercial districts.



- **Retail Strategy Plan:** In FY20, CDD continued implementing recommendations resulting from FY17 work with a retail strategy consultant to develop best practice policies and programs to support and enhance the retail environment in Cambridge. This included completing a District Needs Assessment for Porter Square and Lower Massachusetts Ave. (East Cambridge will be completed in FY21), continued collaboration with business associations, continuation of Construction Mitigation Programs for both Inman and Harvard squares, and the Small Business Challenge program.
- In FY20, the City launched a **Food Business Incubator Program**. This was the result of continued successful growth of the Food Truck Program, which provides entrepreneurial opportunities to vendors, diverse food offerings to patrons, and additional street level amenities to Cambridge public spaces. The Food Business Incubator Program offers technical assistance and other resources to food businesses in Cambridge, with a focus on women- and minority-owned businesses as well as first-time food entrepreneurs. **Supporting Women- and Minority-Owned Businesses and Equitable Growth:** Both the Food Business Incubator and Food Truck programs help Cambridge food entrepreneurs



KEY INITIATIVES

strengthen and grow their business through low-, or no-cost opportunities. Women- and minority-owned businesses (WMBE) comprise the majority of program participants: In FY20, the Food Truck Program increased WMBE participation to 73% (an increase of 10% over FY19) and the first two workshops of the Food Business Incubator series saw 85% WMBE attendees for ServSafe Training and 78% WMBE attendees for “Food Business Financials.” By providing both training and access to affordable space, the Food Truck Program and the Food Business Incubator are helping new and WMBE food business grow and thrive in Cambridge.

CDD’s Economic Development Division worked with City Council and City staff on the development of the Cannabis Business Permit Ordinance which provided priority consideration for certain applicants including, Economic Empowerment Applicants or Social Equity Applicants as certified by the Commonwealth’s Cannabis Control Commission; women- or minority-owned businesses; or a Cambridge resident for at least the three previous years prior to application earning less than fifty percent (50%) of Area Median Income (AMI). The Ordinance also gave priority status to some previously licensed or registered medical dispensaries within the City to collocate a cannabis retail store.

SMALL BUSINESS PERSONAL PROPERTY TAX EXEMPTION

In FY20 the City adopted a statutory small business exemption for personal property accounts equal to or less than \$10,000.00 in assessed value. This \$10,000 threshold, which is allowed under current law, will affect at least 1,260 businesses in Cambridge. This is one part of the City’s effort to help small business in Cambridge through a combination of programs including small business initiatives, grants, workshops and tax relief, particularly with respect to efforts to assist small businesses dealing with the ramifications of COVID-19. For smaller accounts, this proposed exemption would decrease the administrative burden upon small businesses and upon the City Assessing and Finance Departments. The City has also submitted a Home Rule petition to the state Legislature to allow for a larger \$20,000 personal property tax exemption for small businesses for FY21 and going forward.



KEY INITIATIVES

BUSINESS DISTRICT BEAUTIFICATION PROGRAM

The Parks Division of the Department of Public Works maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. In recent years, the City has increased the number of sites with seasonal flowering and planting programs in business districts. These include North Mass Ave, Huron Village, Harvard, Central and Inman Squares and along Cambridge Street. The City has begun installing flower boxes containing native plants in the tree wells of newly planted trees. Additional funding in FY21 will support improvements to festive lighting, decorative plantings and floral installations in various commercial areas throughout Cambridge.

POLICE CADET PROGRAM

During FY20, the Department welcomed its first class of Cadets in over three decades. The Cadet Program provides another pathway within the civil service system for Cambridge residents to become Cambridge Police Officers. This program is designed for Cambridge residents between the ages of 18-23 years old who are interested in pursuing a career in policing. The program offers on-the-job and classroom training. The current class has already gained valuable insight into what to expect at a Police Recruit Academy, performed valuable community outreach; and received mental health and fitness training. Cadets are required to make a two-year commitment and receive a salary, benefits and vacation time. The FY21 Budget includes funding for a new class of recruits.



CAMBRIDGE NORTHEASTERN POLICE ACADEMY

During FY20, the Department worked in close partnership with Northeastern University to develop a Massachusetts Police Training Council (MPTC) certified training academy for new Student Officers. Twenty eight new officers from 13 departments graduated the very first Cambridge-Northeastern Police Academy in September 2019. The second Academy class will graduate in May 2020. After acting in a pilot program capacity, the MPTC approved permanent status for the Academy in April 2020. A key element of the training is the focus on experiential learning by having officers engage in scenario-based activities and community outreach.

KEY INITIATIVES

PROCEDURAL JUSTICE DASHBOARD AND POLICE ANTI-BIAS TRAINING

The Department's Office of Procedural Justice is focused on proactively monitoring data relating to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents as well as assessing the Department's compliance with statutes, ordinances, and regulations aimed at mandating accountability such as the Surveillance Ordinance. In FY20, the Department made progress toward the development of a procedural justice dashboard, which will enable the Department to automate statistical analysis and provide the community with the opportunity to interact with the data in near real time. It is anticipated that the dashboard will be operational in late 2020.

During FY20, the Department offered all of its officers Implicit Bias training, supplementing the Department's annual mandated trainings. This training was intended to provide officers with a deeper understanding of the negative impact of explicit and implicit bias on police-community relations. Overall, 115 Cambridge Police Officers (more than 40% of its officers) completed the half-day training. In FY21, the Department will incorporate Unconscious Bias Training into its annual training program for all its officers.

During FY20, officers also received training on Historical Injustice and Present Policing (HIPP). The training was designed to generate a deeper understanding of the dynamics and legacy of historical racial violence, thereby promoting trust between the Department and the community. Topics of instruction included background on trauma, and how it impacts police officers, as well as communities that have experienced racial violence.

As part of its commitment to supporting and protecting the LGBTQ+ community, the Department offered a comprehensive Gay Officers Action League (GOAL) training for police officers and other criminal justice professionals in an effort to enhance the knowledge of LGBTQ+ issues and laws. During FY21, the Department will continue to develop and enhance this training.

TAXI INITIATIVES

In FY20, the City Manager's office worked closely with the Law Department, the Traffic, Parking, and Transportation Department, the License Commission, and the Finance Department to strategize on ways to support the taxicab industry in Cambridge. As part of that effort, the City committed \$300,000 to create a hybrid vehicle lottery program for existing medallion holders. Funds will be used to purchase hybrid vehicles for successful lottery applicants. The City will explore continued funding for this program in FY21.

In addition, in FY20, the Hackney Rules and Regulations were updated to allow the use of e-hail/mobile applications and the first taxi application was licensed as a radio dispatch service. Soft meters were introduced to the Cambridge taxi industry. Quarterly meetings were implemented with the Taxi industry to promote open communication and further training. The City has continued to waive all renewal fees for current medallion and hackney driver license holders. Continued relationship with Curb Mobility has led to the possibility of Cambridge taxicabs participating in the MBTA paratransit program.

KEY INITIATIVES

URBAN FORESTRY INITIATIVES

The City will continue to implement the Urban Forest Master Plan (UFMP) which guides the development of Cambridge's tree assets into the future. This strategic plan enables the City to maintain and expand the urban forest canopy, be more resilient to climate change, reduce the urban heat island effect, mitigate stormwater runoff, and contribute to community well-being in all Cambridge neighborhoods. During fall 2019, 400 trees were planted in public areas.

In FY21, the City anticipates planting significantly more trees, including the Urban Forest Master Plan goal of 700 street trees and 250 park trees, supplemented by an FY21 Participatory Budget appropriation for 100 additional trees in targeted heat island locations. The City's operating budget for tree planting and maintenance was increased from \$100,000 to \$300,000 in FY20. In FY21, this will be increased by an additional \$100,000, bringing total operating funds to \$400,000. This is in addition to FY21 public investment (capital budget) funds. The FY21 budget includes funding for additional positions directly related to tree planting and maintenance programs. During FY20, the City established a gravel bed nursery in Fresh Pond Reservation to act as a temporary holding place for bare root trees together with a compost tea brewing facility that will enable the Department to better enhance the nutrient content around trees across the community.

CLIMATE CHANGE PREPAREDNESS

The development of the citywide Climate Change Preparedness and Resilience (CCPR) Plan, based on the Climate Change Vulnerability Assessment, is expected to be completed in 2020. Two neighborhood-scale plans were developed for the Alewife area and The Port to inform the citywide CCPR Plan. The citywide CCPR plan will include strategies for a Closer Community, Better Buildings, Stronger Infrastructure, and a Greener City. The CCPR Plan is coordinated with Envision Cambridge and the Urban Forest Master Plan. Grant funds received through the state Municipal Vulnerability Preparedness (MVP) program were used to evaluate the use of Cambridge Rindge and Latin school (CRLS), the War Memorial and the Main Library as a community emergency response and resiliency center; the development of business plans to establish neighborhood resiliency hubs; and creation of resiliency toolkits for renters, owners of small residential properties, and small and large businesses.

Cambridge is also collaborating on climate change issues regionally through the 15-member Metro Mayors Climate Change Preparedness Task Force, the Charles River Climate Compact, and the Resilient Mystic Collaborative, which is currently engaged in a process to encourage the Commonwealth to invest in upgrades to the Amelia Earhart Dam to protect the Alewife area from future flooding related to sea level rise and storm surge. Cambridge is also the lead community in implementing a \$350,000 MVP Action Grant on behalf of the upper watershed communities and the Mystic River Watershed Association to identify potential green infrastructure and strategic flood storage projects to reduce downstream flood risk from increasing precipitation.

Other efforts include The Port Infrastructure Project; the Climate Resilience Zoning Task Force; development of a social capital survey process to evaluate social connectedness; development of a rooftop albedo (i.e., reflectance) measurement process; and design of a climate change leadership and engagement program.

KEY INITIATIVES

NET ZERO ACTION PLAN

The Net Zero Action Plan is the long-range strategy for improving building energy efficiency and switching to renewable energy sources to meet the city’s goal of achieving carbon neutrality by 2050. The plan was developed by a group of stakeholders representing all sectors of the community and was adopted by the City Council in 2015. In FY20 key plan activities included adopting amendments to the zoning ordinance to require greater energy efficiency in new buildings and reduce barriers to insulation of existing buildings; launching an Energy Retrofit Program for large buildings to help them more effectively access state incentives and comply with upcoming performance requirements; and conducting a Resilient and Renewable Thermal Analysis to understand pathways to decarbonizing the heating and cooling of buildings throughout Cambridge and recommend strategies that maximize community resilience and equity. Central to the FY20 work is a comprehensive 5-Year Review of the Net Zero Action Plan with community-wide stakeholder input in accordance with the ongoing commitment to regularly update the Plan. The Review process includes evaluation of the program impact to date, consideration of options to adjust the Net Zero Action Plan framework, and adoption of an updated framework that reflects current climate science, policy, technology, and equity considerations. The 5-Year Review will inform key actions for FY21, which include adding performance standards to the Building Energy Use Disclosure Ordinance and planning for a potential Local Carbon Offset Fund.

CAMBRIDGE COMMUNITY ELECTRICITY AGGREGATION

In January 2019, the City of Cambridge announced a 2-year renewal of its community electricity aggregation program, which has saved electricity customers in Cambridge over \$10.5 million dollars since its inception in July 2017. The Cambridge Community Electricity (CCE) program offers competitive rates for both a standard and a 100% renewable electricity offering. The current version of the CCE will raise significant funding for construction of one or more new solar energy projects in Cambridge, creating local environmental benefits that will accrue to the participants in the aggregation. The current CCE rate applies through the end of 2020 and the City will seek to continue the program if rates remain competitive.

INMAN SQUARE SAFETY IMPROVEMENTS

A priority project during FY20 and FY21 is the Inman Square Intersection Improvement project. This re-design is aligned with the City’s Vision Zero commitment to eliminate transportation-related injuries and fatalities and includes more conventional intersection geometry, separated bike lanes, additional crosswalks and protected pedestrian signal phases, dedicated bus lanes and improved bus stop locations and routings. The plan also features significant tree plantings and pedestrian plaza amenities. Utility upgrades, including gas, drainage, sewer, and water main work were conducted in FY20, and surface construction will continue through 2021.



KEY INITIATIVES

RIVER STREET RECONSTRUCTION

The River Street Reconstruction Project will upgrade the sanitary sewer, stormwater, and water subsurface infrastructure while developing a new surface design for River Street; the bus terminal area at River and Magazine Streets near Central Square; and Carl Barron Plaza. The project aims to create a streetscape design that meets the needs of all the various users in a way that engages the local community, contributes to overall enhancement of the neighborhood, and meets the City's goals related to infrastructure, transportation, and urban design. In fall of 2018, the City appointed a working group representing a cross-section of resident and business interests in the corridor, as well as representatives from relevant citizen advisory committees. To date, several advisory committee meetings and two public meetings have been held. Design is expected to be complete in FY21.

VISION ZERO / TRANSPORTATION SAFETY

Vision Zero calls for the elimination of all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. Following the City Council's adoption of Vision Zero in FY16, the Traffic, Parking and Transportation, Public Works, and Community Development Departments began development of a detailed implementation plan to accelerate the beneficial impact of existing City practices such as the Complete Streets program. Through this work, city streets are designed and operated to enable safe access for all users – regardless of age, ability, or mode of transportation.

The City has made significant financial commitments to support these initiatives across Cambridge. Some recent and budgeted highlights include:

- \$1 million in yearly bond funding for bicycle infrastructure projects.
 - An appropriation of \$1,000,000 in FY20 for Elm Street bike safety improvements.
 - An appropriation of \$4,000,000 in FY20 to support the separated bike network.
 - Funding for two additional Traffic Engineers in FY21 to support bike infrastructure projects.
 - FY21 funding for an update to the Pedestrian Plan.
 - \$300,000 in the FY21 budget for traffic calming projects.
 - \$25,000 in the FY21 budget for bike spot improvements.
 - Over \$8.4 million in the FY21 budget for Complete Streets projects.
 - \$350,000 in the FY21 budget for traffic signal improvements.
 - \$300,000 in the FY21 budget for Vision Zero safety improvements.
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EMPLOYEE SAFETY TRAINING

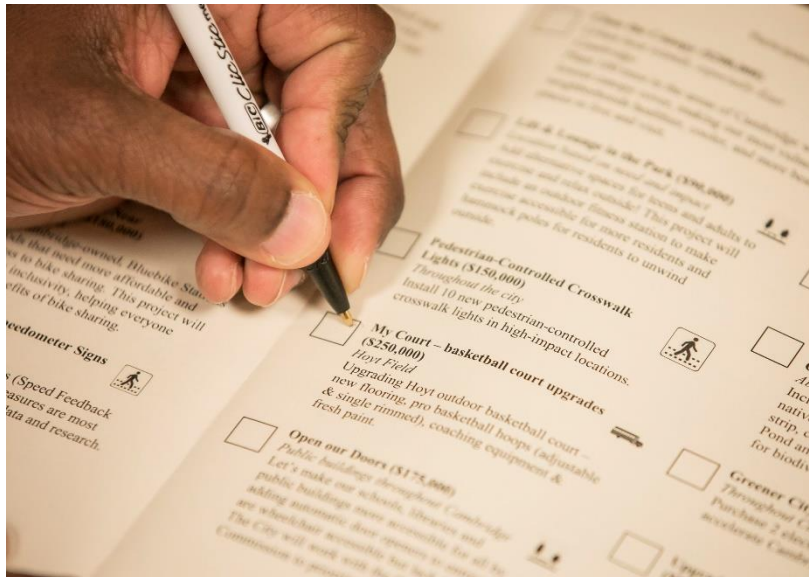
The Department of Public Works employee safety programs have expanded in recent years to ensure compliance with updated state laws and OSHA requirements. The Department manages a comprehensive employee safety program that includes policy development, process improvement, training, and equipment inspections and investments to reduce workplace accidents, injuries, and illnesses across City departments that typically operate large trucks. Additional funds were allocated during FY20 to support employee safety programs. As part of the FY21 budget, funds are included to continue and expand Commercial Driver's License (CDL) training programs. By working to reduce vehicle crashes, the risk of injury to drivers and the travelling public is reduced. The importance of ensuring safe driving behavior of large truck operators on City streets is a key component of the City's Vision Zero Commitment.

KEY INITIATIVES

PARTICIPATORY BUDGETING

In FY21, the City will implement the eight winning projects from the sixth cycle of Participatory Budgeting (PB) in which community members decided how to spend \$1,125,000 in FY21 capital funds. Including FY21, the City has allocated \$4.75 million dollars to PB since its inaugural FY16 cycle. Over 7,600 Cambridge residents age 12 and older participated in the December 2019 vote. The following eight winning projects which were announced on December 10, 2019 also reflect important community priorities:

- Close the Canopy (\$200,000)
- Water Bottle Filling Stations for the Major Squares (\$150,000)
- Laundry Access in Public Schools (\$50,000)
- Pedestrian-Controlled Crosswalk Lights (\$150,000)
- Extend Outdoor WiFi (\$50,000)
- Make the City Bloom with a Habitat Corridor (\$75,000)
- Keeping Cambridge Clean (\$100,000)
- Public Bathroom (\$350,000)



MUNICIPAL FACILITIES IMPROVEMENT PLAN (MFIP)

The goal of the plan is to provide and maintain high performing facilities for staff, occupants, the public, and the broader environment. The City is undertaking this project using an integrated, whole-building approach that engages stakeholders in identifying goals and performance targets, obtains occupant feedback through surveys, and considers the interactions of building systems when developing improvement plan.

The FY21 budget will continue to fund significant building improvements and deferred maintenance projects, including those planned at the Public Works Complex and various Fire Department facilities (Headquarters, Lexington Avenue, and River Street). An increase of \$160,000 in the Building Operating Budget will also fund additional ongoing maintenance for HVAC and Life/ Safety Systems. Energy-efficiency remains a top priority during all large and small building renovation projects.

KEY INITIATIVES

FIRE STATION REHABILITATIONS

The City is funding the design and reconstruction of the Fire Station Headquarters at 491 Broadway, which was constructed in the 1930s, to improve the working and living conditions within the building. \$25 million was appropriated in FY20 for the project which is currently in the design/feasibility stage. The City is also exploring options for a temporary location while construction takes place. In January 2020, the City appropriated \$500,000 for slab repair at the Lafayette Square and Inman Square firehouses. In addition, the City is funding the design and construction of two fire stations located at 176 River Street and 167 Lexington Avenue as part of ongoing efforts to address needs at the City fire stations. In January 2020, \$700,000 was appropriated for this purpose. The FY21 budget includes \$9 million for the construction of the two stations.



TOBIN MONTESSORI AND VASSAL LANE UPPER SCHOOLS PROJECT

The Tobin Montessori and Vassal Lane Upper Schools, located at 197 Vassal Lane, will be the third school building to be completely redesigned in recent years. The feasibility study underway includes site options (including the use of the existing building), and a preferred conceptual design, costs, and a schedule for the design and construction phases. The facility is being designed as a Net Zero Emissions facility and, in addition to new school facilities, will include renovated open spaces and new preschool programs. The project includes the construction of a 1.5 million gallon underground storm water tank on-site to mitigate street flooding in the neighborhood, and a total reconstruction of Father Callanan Park. The Feasibility Study with the preferred conceptual alternative of the facilities will be completed in FY20 and it is anticipated that schematic design will take place in FY21, along with the commencement of demolition and remediation of the existing building and open space.

CONSOLIDATED SPENDING

As part of the FY21 Budget, the City is providing information on consolidated expenditures across City departments on several priority areas identified by City Council. In FY21, the City will provide significant resources in the areas of housing and homelessness; early childhood programs; sustainability; Vision Zero and traffic safety; and anti-bias and diversity trainings and programs. These areas of focus reflect City Council goals.

HOUSING AND HOMELESSNESS

Advancing the City's goals in the areas of affordable housing and homeless prevention are priority objectives for several City departments. The City's comprehensive approach to housing, as reflected in the housing services and resources available across City departments, will continue to help residents facing the complex challenges of the regional market. The FY21 budget includes increased funding for construction, staff, and programs related to housing. These city investments are used to leverage Federal, state and grant funds as well.

EARLY CHILDHOOD

The City, through collaboration between the Department of Human Service Programs and Cambridge Public Schools, provides a wide range of services to support early childhood initiatives. The FY21 budget includes additional funding to expand efforts to support early childhood education and services through city and grant funds.

SUSTAINABILITY

Through collaborative efforts across departments, the City pursues sustainability goals by implementing projects and programs that reduce greenhouse gas emissions and support renewable energy and healthy lifestyle choices. The FY21 budget reflects a strong fiscal commitment to the broad view of sustainability, comprising investments that range from infrastructure and facility improvements, to programs and projects that support use of more sustainable choices.

VISION ZERO / TRAFFIC SAFETY

Vision Zero, which was adopted by the City Council in 2016, is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. Vision Zero focuses the City's efforts on identifying and eliminating the preventable causes of traffic fatalities and serious injuries. As reflected in the FY21 budget, these efforts span multiple departments and include capital projects and improvements as well as programs and dedicated staff.

ANTI-BIAS / DIVERSITY – TRAINING AND PROGRAMS

The City is committed to promoting and supporting a diverse workforce and providing a high level of service to a diverse community. The City also works to promote an environment of equity and inclusion within the workforce in several ways. The FY21 budget demonstrates an expanded commitment to these efforts within multiple departments and as part of Citywide initiatives, and includes funding for staff, trainings and programs.

The following charts provide information on the total investment citywide for these important programs.

CONSOLIDATED SPENDING

HOUSING AND HOMELESSNESS

Human Services Programs (DHSP) - Housing and Homelessness	
Continuum of Care (HUD Funding)	\$ 5,117,359
Homelessness prevention (CDBG)	\$ 39,200
Individual and family shelter support (including First Step/Youth on Fire)	\$ 1,182,191
Eviction prevention (state funding)	\$ 116,748
Multi Service Center	\$ 1,034,780
Homelessness grants and spending	\$ 482,325
Warming Center	\$ 294,262
Legal services for eviction prevention	\$ 286,707
Total DHSP	\$ 8,553,572
Community Development (CDD) - Housing and Homelessness	
Affordable Housing Trust Fund - (all sources*)	\$ 27,254,630
Federal HOME (HUD Funding)	\$ 578,992
Community Development Block Grant (CDBG)	\$ 1,117,701
CDD Housing Division	\$ 1,884,325
Total CDD	\$ 30,835,648
Executive - Housing and Homelessness	
City Manager Housing Liaison Office	\$ 278,920
Total Executive	\$ 278,920
School (CPS) - Housing and Homelessness	
Transportation for homeless children	\$ 297,715
McKinney Vento Homeless Grant	\$ 15,000
Total School	\$ 312,715
Police - Housing and Homelessness	
Staff positions and time dedicated to homeless outreach (including Warming Center)	\$ 409,696
Total Police	\$ 409,696
Veterans' Services - Housing and Homelessness	
Staff positions and/or time dedicated to housing and homelessness	\$ 37,696
Total Veterans' Services	\$ 37,696
Human Rights Commission - Housing and Homelessness	
Staff positions and/or time dedicated to housing (City/HUD)	\$ 90,508
FY21 HUD grant for Attorney Investigator	\$ 25,034
FY21 HUD partnership grant for outreach	\$ 15,000
Total Human Rights Commission	\$ 130,542
Library - Housing and Homelessness	
Social worker at Central Square Branch	147,948
Total Library	\$ 147,948
FY21 Total Housing/Homelessness Spending	\$ 40,706,737

*Estimated for FY20 assuming 80% CPA allocation to affordable housing

CONSOLIDATED SPENDING

EARLY CHILDHOOD

Human Services Programs (DHSP) - Early Childhood	
Junior Kindergarten Summer & Afterschool	\$ 850,662
Preschool (City / Grants)	\$ 4,372,626
Early Childhood (Including Windsor Preschool)	\$ 5,216,976
Baby U/Center for Families	\$ 1,011,161
Mental Health Support - Community Preschools	\$ 316,681
2/3 Funding for Community Engagement Team (CET)	\$ 266,284
Total DHSP	\$ 12,034,390
Schools (CPS) - Early Childhood	
Home Based Early Childhood Program	\$ 320,327
Fletcher Maynard Academy Preschool	\$ 175,570
Special Start Program	\$ 4,388,842
Tobin Montessori Children's House Program	\$ 604,889
Junior Kindergarten	\$ 2,747,291
First Steps	\$ 53,779
Total CPS	\$ 8,290,698
Library - Early Childhood	
Early childhood collections and resources (system-wide)	\$ 80,000
Main Library: early childhood programs, services, and outreach	\$ 336,596
Branch libraries: early childhood programs, services, and outreach	\$ 352,393
Total Library	\$ 768,989
Finance- Early Childhood	
School Lunch/ Breakfast Program	\$ 160,000
Total Finance	\$ 160,000
FY21 Total Early Childhood Spending	\$ 21,254,077

CONSOLIDATED SPENDING

SUSTAINABILITY

Community Development (CDD) - Sustainability	
CDD Environmental Division	\$ 1,488,899
CDD Environmental Division - Net Zero projects	\$ 230,000
Total CDD	\$ 1,718,899
Public Works (DPW) - Sustainability	
Conservation Commission	\$ 172,970
Solid Waste Recycling	\$ 5,564,890
Urban Forestry	\$ 2,696,035
Staff positions and/or time dedicated to sustainability	\$ 1,864,728
Maintenance - Alewife Wetlands & BioBasins	\$ 100,000
Household Hazardous Waste Collectiion	\$ 90,000
Virtual Net Metering - Energy Efficiency	\$ 1,023,120
Biodiesel Fuel	\$ 155,705
Professional Service - Energy Efficiency	\$ 175,000
Electric vehicle Charging Station Fees	\$ 23,360
DEP Recycling Dividends Program Grant	\$ 97,500
Sewer/Stormwater Remedial Construction (50% of \$2,250,000)	\$ 1,125,000
Tree Program (All funding sources)	\$ 895,000
Municipal Facilities Improvements - Energy Efficiency (25% of \$25,000,000)	\$ 5,000,000
Energy Efficiency Projects	\$ 100,000
Sewer/Stormwater Capital Repairs Program (50% of \$6,000,000)	\$ 3,000,000
Park Water Conservation Program	\$ 100,000
Sewer/Stormwater climate change projects	\$ 500,000
Public Area Litter & Recycling Bin Improvement Program (all funding sources)	\$ 170,000
FY21 Participatory Budgeting - Water bottle fill stations	\$ 150,000
FY21 Participatory Budgeting - Habitat corridor	\$ 75,000
Total DPW	\$ 23,078,308
School (CPS) - Sustainability	
Morse School roof replacement	\$ 800,000
Graham & Parks electrical upgrades	\$ 450,000
Peabody School chiller replacement	\$ 400,000
Total School	\$ 1,650,000
Water - Sustainability	
Hydroelectric energy generation	\$ 250,000
Total Water	\$ 250,000
FY21 Total Sustainability Spending	\$ 26,697,207

CONSOLIDATED SPENDING

VISION ZERO / TRAFFIC SAFETY

Traffic, Parking and Transportation (TPT) - Vision Zero / Traffic Safety	
Staff positions and/or time dedicated to Vision Zero / traffic safety	\$ 1,287,246
Operating funds dedicated to Vision Zero / traffic safety	\$ 1,261,250
Capital improvement projects	\$ 983,000
Total TPT	\$ 3,531,496
CDD - Vision Zero / Traffic Safety	
CDD Transportation Division - salaries and wages	\$ 1,002,929
CDD Transportation Division - other ordinary maintenance	\$ 563,204
CDD Transportation Division - capital expenditures	\$ 433,000
Total CDD	\$ 1,999,133
Public Works (DPW) - Vision Zero / Traffic Safety	
Staff positions and/or time dedicated to Vision Zero / traffic safety	\$ 277,883
Driver training programs	\$ 43,000
Complete Streets construction projects	\$ 8,486,538
Harvard Square Kiosk & Plaza additional safety improvements	\$ 1,980,250
Total DPW	\$ 10,787,671
Police - Vision Zero / Traffic Safety	
Traffic Enforcement Unit	\$ 3,738,550
School Crossing Guards	\$ 597,200
Traffic Analyst	\$ 89,624
Total Police	\$ 4,425,374
FY21 Total Traffic Safety / Vision Zero Spending	\$ 20,743,673

CONSOLIDATED SPENDING

ANTI-BIAS / DIVERSITY – TRAINING AND PROGRAMS

Community Development (CDD) - Anti-bias / Diversity Training and Programs		
Community Engagement	\$	267,696
Total CDD	\$	267,696
School (CPS) - Anti-bias / Diversity Training and Programs		
Office of Equity, Inclusion & Belonging: Equity/Cultural Proficiency	\$	528,120
Staff positions and/or time dedicated to anti-bias / diversity	\$	1,024,454
Anti-Bias professional development	\$	20,000
Project elevate	\$	100,000
Becoming A Man	\$	105,000
Total School	\$	1,777,574
Library - Anti-bias / Diversity Training and Programs		
Equity, Diversity, and Inclusion consultants	\$	25,000
Total Library	\$	25,000
Personnel - Anti-bias / Diversity Training and Programs		
Training programs	\$	200,000
Staff positions and/or time and supplies dedicated to Anti-bias / diversity	\$	95,000
Total Personnel	\$	295,000
Police - Anti-bias / Diversity Training and Programs		
Anti-bias programs and staff time including Office of Procedural Justice	\$	1,038,980
Professional Standards - work with Police Review and Advisory Board	\$	123,866
Trainings	\$	222,000
Total Police	\$	1,384,846
Human Rights Commission - Anti-bias / Diversity Training and Programs		
Human Rights Commission	\$	544,820
Total Human Rights Commission	\$	544,820
Executive - Anti-bias / Diversity Training and Programs		
City Manager's Office diversity budget	\$	20,500
Office of Equity and Inclusion	\$	493,770
Equity and Culture	\$	242,264
Total Executive	\$	756,534
Emergency Communications - Anti-bias / Diversity Training and Programs		
Anti-bias training for employees	\$	16,000
Total Emergency Communications	\$	16,000
Women's Commission - Anti-bias / Diversity Training and Programs		
Anti-Bias events and programs	\$	4,000
Total Women's Commission	\$	4,000
Human Service Programs (DHSP) - Anti-bias / Diversity Training and Programs		
Race and Equity work	\$	70,000
Staff positions and/or time dedicated to Anti-bias / diversity	\$	250,000
Total DHSP	\$	320,000
FY21 Total Anti-Bias / Diversity Training and Programs Spending	\$	5,391,469

CONSOLIDATED SPENDING

GUIDE TO THE BUDGET

The FY21 budget document is organized into the following eight sections:

- I. **Introduction:** This section starts with the City Manager’s budget message, which concisely communicates City Council policies and priorities driving the budget process and highlights major changes and key initiatives included in the FY21 budget. This section also includes a list of the City Council’s goals and corresponding icons, which appear throughout the document to illustrate how departmental objectives and capital projects align with the Council’s broader goals for the City.
- 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 City government, and the department directory provides contact information and locations for all City departments. Next, the benchmarks section provides visuals for many of the City’s key benchmarks and indicators, which relate to the City’s economic, financial, public safety, community maintenance, and human resource development goals. Finally, this section ends with a position list of all full-time budgeted positions for FY19-21.
- III. **Financial Summaries:** This section includes summaries of the FY21 operating and capital budgets, an overview of the City’s budget process and calendar, explanations of the City’s financial policies, a list of key grants received by City departments, the City’s long-term financial plans, and an overview of the City’s fund structure and fund balances.
- IV. **Revenue:** This section summarizes all sources of revenue used to fund the operating budget. Revenues are organized according to six basic categories: charges for services, fines and forfeits, intergovernmental revenue, licenses and permits, miscellaneous revenue, and taxes.
- V. **Expenditures:** This section presents the financing plans and planned expenditures for each City department. Departments are organized alphabetically within six functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, Education, and Intergovernmental.
- VI. **Public Investments:** This section outlines the financial plan and planned expenditures for the City’s capital projects. Capital projects are organized according to five functions: General Government, Public Safety, Community Maintenance and Development, Human Resource Development, and Education.
- VII. **Appropriations:** This section summarizes the financial plans and planned expenditures for the operating and capital budgets, with the exception of capital projects that will be funded by bond proceeds.
- VIII. **Glossary & Index:** This section contains a glossary of budget-related terms, a helpful acronym table, and an index.

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

GUIDE TO THE BUDGET

OPERATING BUDGET – DEPARTMENT OVERVIEW

FINANCE

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. 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 FY19 Certified Free Cash balance of \$246.6 million, the largest Free Cash balance in the City's history. In addition, in FY20, 61% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$1 million to \$190.4 million in FY20. In FY21, the Department will continue to implement strategies to enhance the financial position of the City.

The Finance Department is comprised of nine divisions: Administration, Assessing, Budget, Information Technology, Personnel, 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.

```

graph TD
    Finance --> Administration
    Finance --> Assessing
    Administration --> Auditing
    Administration --> GeneralServices[General Services]
    Administration --> Personnel
    Administration --> Revenue
    Assessing --> Budget
    Assessing --> InformationTechnology[Information Technology]
    Assessing --> Purchasing
    Assessing --> Treasury
            
```


DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$548,525	\$543,950	\$543,950
FINES & FORFEITS	\$4,000	\$4,000	\$4,000
INTERGOVERNMENTAL REVENUE	\$872,450	\$681,515	\$681,515
MISCELLANEOUS REVENUE	\$5,406,185	\$10,519,360	\$4,670,000
TAXES	\$17,311,505	\$8,417,735	\$17,610,660
TOTAL BUDGETED REVENUE	\$24,142,665	\$20,166,560	\$23,510,125
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$12,861,910	\$13,728,830	\$15,284,940
OTHER ORDINARY MAINTENANCE	\$5,295,080	\$6,751,835	\$7,732,610
TRAVEL & TRAINING	\$290,625	\$385,775	\$429,775
EXTRAORDINARY EXPENDITURES	\$60,765	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$18,508,380	\$20,929,240	\$23,510,125
FULL-TIME BUDGETED EMPLOYEES	99	100	100

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- 1 Each departmental section of the operating budget begins with an overview of that department's core work and functions.
- 2 The departmental org chart reflects the way in which the department's budget is organized and tells the reader which division pages will follow.
- 3 This financial table displays revenue, expenditures, and full-time budgeted personnel for the entire department for the prior fiscal year (FY19 actuals), current fiscal year (FY20 projections), and budgeted fiscal year (FY21 budget). Personnel counts do not include part-time employees or grant-funded positions.

GUIDE TO THE BUDGET


OPERATING BUDGET – DIVISION OVERVIEW

1

FINANCE - BUDGET

3

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 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.



Announcement of FY21 winning PB projects

The City recently completed its sixth cycle of Participatory Budgeting (PB) in which community members decided how to spend \$1,125,000 in FY21 capital funds. Including FY21, the City has allocated \$4.75 million dollars to PB since its inaugural FY16 cycle. Over 7,600 Cambridge residents age 12 and older participated in the December 2019 vote. The following eight winning projects were announced on December 10, 2019 and reflect important community priorities:

- Close the Canopy (\$200,000)
- Water Bottle Filling Stations for the Major Squares (\$150,000)
- Laundry Access in Public Schools (\$50,000)
- Pedestrian-Controlled Crosswalk Lights (\$150,000)
- Extend Outdoor WiFi (\$50,000)
- Make the City Bloom with a Habitat Corridor (\$75,000)
- Keeping Cambridge Clean (\$100,000)
- Public Bathroom (\$350,000)

More details are provided in the Public Investment section and online at pb.cambridgema.gov.

FY21 OBJECTIVES & PERFORMANCE MEASURES

4

\$ 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.

Obj.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	6,849	7,602	8,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$467,265	\$613,715	\$672,710
OTHER ORDINARY MAINTENANCE	\$78,290	\$102,500	\$105,000
TRAVEL & TRAINING	\$2,100	\$5,100	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$547,655	\$721,315	\$782,810
FULL-TIME BUDGETED EMPLOYEES	5	4	4

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- 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 FY21.
- 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 FY21. Many objectives directly further City Council goals, as indicated by the goal icons to the left of the objectives. Please see Section I for a list of all City Council goals and corresponding icons.
- 5 Each performance measure ties to a specific objective above.
- 6 This table displays division-specific expenditures and full-time budgeted employees.

GUIDE TO THE BUDGET

PUBLIC INVESTMENT BUDGET - PROJECT PAGES

GENERAL GOVERNMENT ①

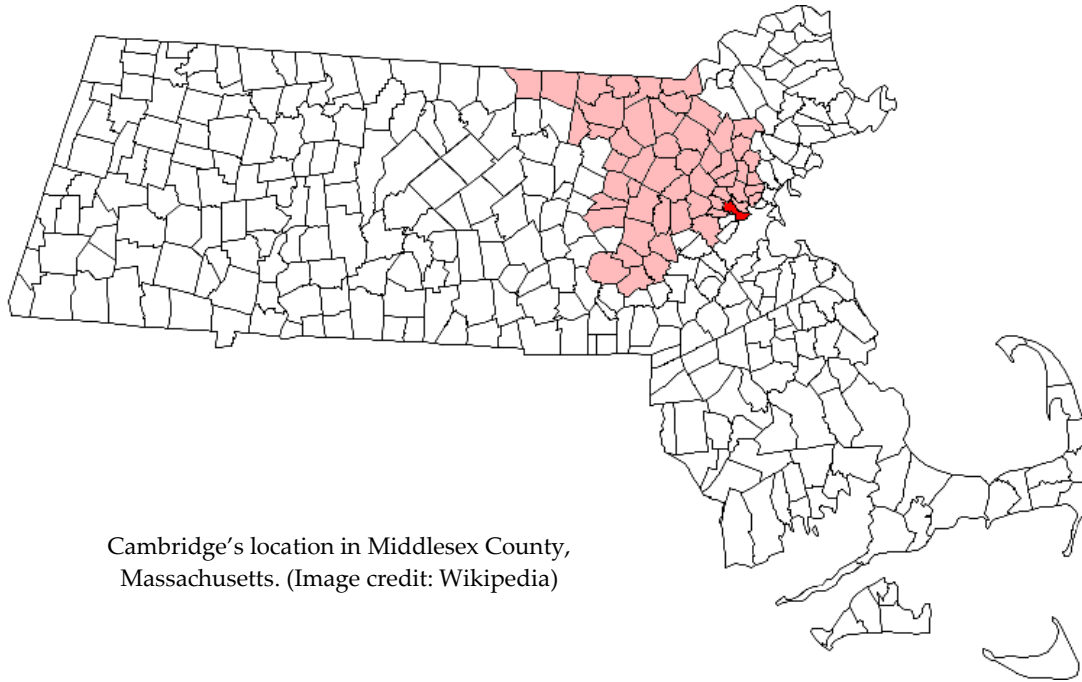
FINANCE: PARTICIPATORY BUDGETING

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS																					
<p>② 7,602 Cambridge residents age 12 and older voted in the City's sixth Participatory Budgeting (PB) vote in December 2019. Over 1,600 project ideas were submitted and \$1,125,000 in FY21 capital funds will be allocated to the eight winning projects. The winning projects as follows: Close the Canopy (\$200,000), Water Bottle Filling Stations for the Major Squares (\$150,000), Laundry Access in Public Schools (\$50,000), Pedestrian-Controlled Crosswalk Lights (\$150,000), Extend Outdoor Wifi (\$50,000), Make the City Bloom with a Habitat Corridor (\$75,000), Keeping Cambridge Clean (\$100,000), and Public Bathroom (\$950,000). More project details can be found online at pb.cambridgema.gov.</p>	<p>③</p>																					
IMPACT ON OPERATING BUDGET																						
<p>④ The Budget Office's operating budget includes funds to hire two PB interns each year and support PB implementation costs (outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc).</p>																						
5-YEAR APPROPRIATION PLAN																						
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>FUNDING SOURCE</th> <th>FY21</th> <th>FY22</th> <th>FY23</th> <th>FY24</th> <th>FY25</th> <th>TOTAL</th> </tr> </thead> <tbody> <tr> <td>Property Taxes</td> <td>\$1,125,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$5,125,000</td> </tr> <tr> <td>GRAND TOTAL</td> <td>\$1,125,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$1,000,000</td> <td>\$5,125,000</td> </tr> </tbody> </table>	FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL	Property Taxes	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000	GRAND TOTAL	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000	<p>⑤</p>
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL																
Property Taxes	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000																
GRAND TOTAL	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000																
FY22-FY25 FUNDING																						
<p>⑥ The City expects Participatory Budgeting funding to be \$1,000,000 per year beginning in FY22.</p>																						
PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS																					
<p>⑦</p>	<p>Residents voted to spend \$3,626,000 in FY16-20 capital funds during the first five PB cycles. The 33 winning projects from those cycles include trees for a cleaner, greener Cambridge, protective gear for the health and safety of our firefighters, water fountains in every park, rain gardens for resiliency, upgrade of the Gately Youth Center, and many others.</p> <p style="text-align: center;">⑧</p>																					

VI-12

- 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 FY21 capital funds.
- ③ Each icon that appears in this section indicates the link between the capital project and the City Council's broader goals. See Section I for a list of City Council goals and corresponding icons.
- ④ This section describes how the project will financially impact the operating budget (if at all).
- ⑤ The 5-Year Appropriation Plan displays funding sources for out-year allocations for the project.
- ⑥ This section describes how future funding allocations will be used.
- ⑦ Projects includes an image to provide further context for the work that will be done.
- ⑧ This section describes how prior year funding for the project (if any exists) was used.

CITY OF CAMBRIDGE PROFILE



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

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston and occupies a land area of 6.26 square miles. Cambridge is bordered by the Towns of Watertown and Belmont on the west and the Town of Arlington and the City of Somerville on the north. The 2010 U.S. Census reported 105,162 residents in Cambridge. As of July 2019, the Census Bureau estimated that the City's population had increased to 118,977.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and 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. One-fourth of residents are students, and approximately one in five of all jobs are at these institutions. Yet Cambridge is more than a university city, it features high-tech workers and professionals, political activists, street musicians, and immigrants from around the world.

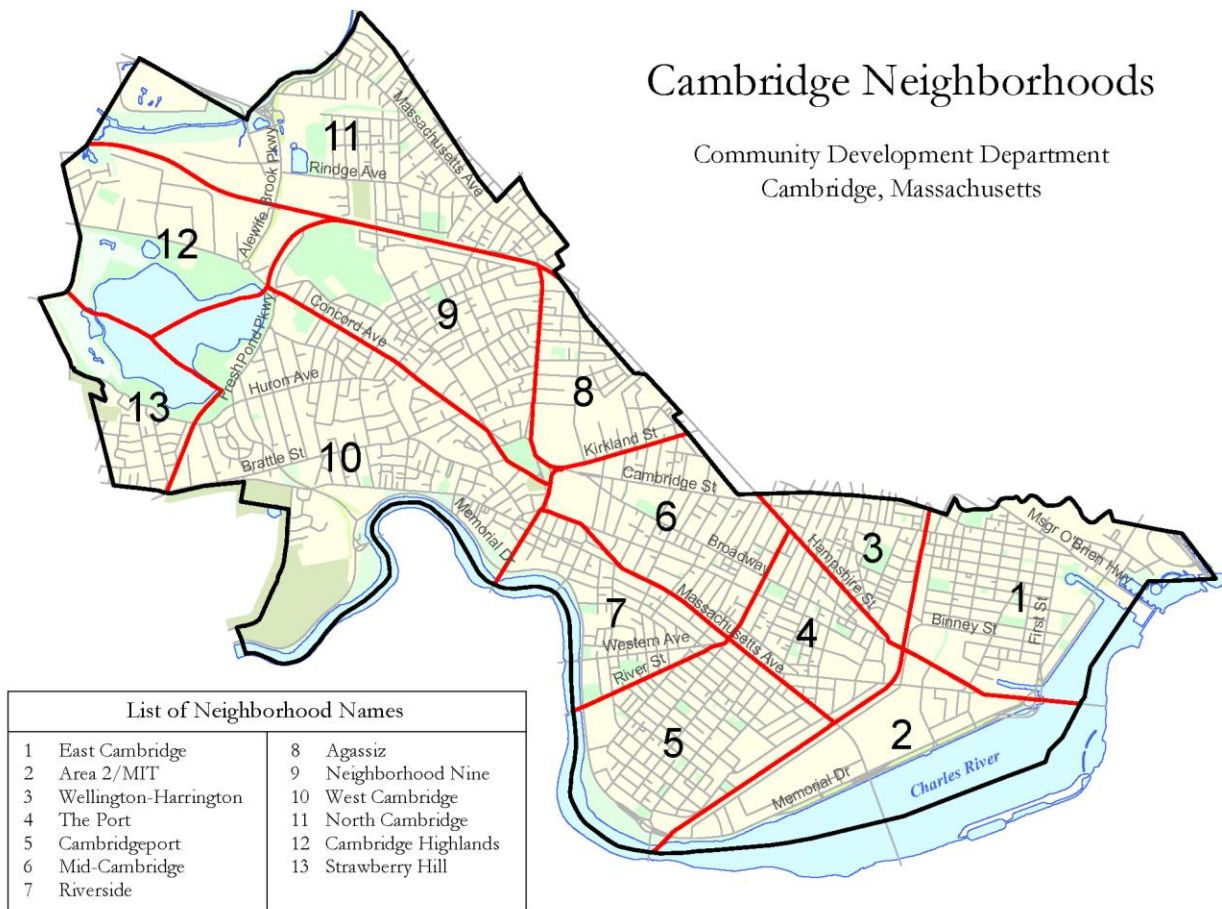
DEMOGRAPHIC SUMMARY

- Cambridge residents live closely together; only 10 U.S. cities with a population of 50,000 or more are denser. (Source: 2010 U.S. Census Bureau).
- Cambridge is a city of thirteen neighborhoods, ranging in population from 1,332 (Cambridge Highlands) to 13,952 (North Cambridge) (Source: 2013-2017, U.S. Census Bureau). Most neighborhoods have their own political and community organizations.

CITY OF CAMBRIDGE PROFILE

Cambridge Neighborhoods

Community Development Department
Cambridge, Massachusetts

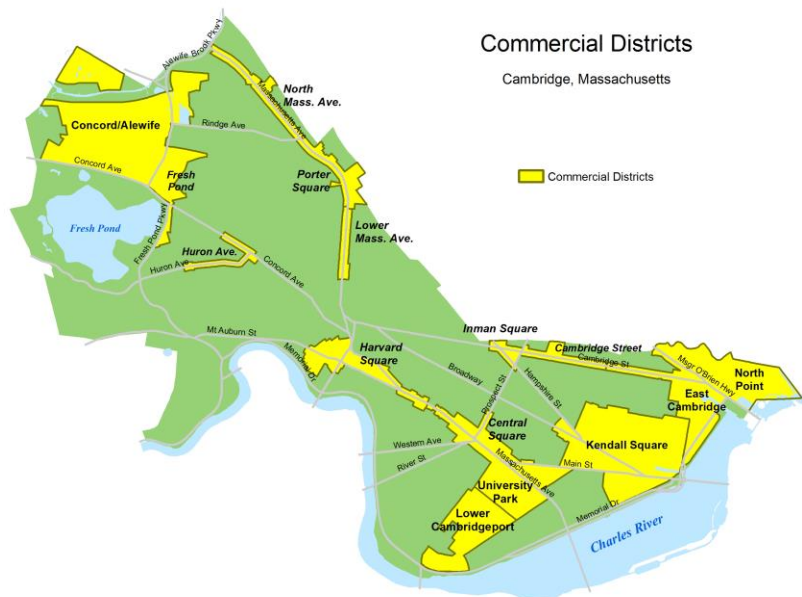


- Cambridge is ethnically diverse. 58% of residents are White Non-Hispanic. Minority residents are highly diverse, with no single race, language group, country of origin, or ethnic identity dominant. (Source: 2018 American Community Survey (ACS))
- 32% of residents are foreign born. Of those, over 46% were born in Asia, 22% were born in Europe, and 17% were born in Latin America. (Source: 2018 ACS)
- 35% of residents speak a language other than English at home. Of these, 25% speak Spanish, 37% speak another Indo-European language, and 28% speak an Asian language. The remainder speak a wide variety of languages. (Source: 2018 ACS)
- Cambridge is a city of renters. 65% of all households rent; 35% own. (Source: 2018 ACS)
- Cambridge residents have a median household income of \$106,363 and median family income of \$124,927 (Source: 2018 ACS)
- The Census recorded 46,383 households in 2018. 34% are single person households, one of the largest proportions in Massachusetts; 43% are family households; and 23% consist of roommates or unmarried partners. (Source: 2018 ACS)
- 20,109 families reside in Cambridge; 7,703 are families with minor children. (Source: 2018 ACS)
- 81% of residents 25 or older have a four-year college degree and 52% also have a graduate degree. Only 4 % of residents age 25 or older lack a high school diploma. (Source: 2018 ACS)

CITY OF CAMBRIDGE PROFILE

ECONOMIC SUMMARY (SOURCE: CDD)

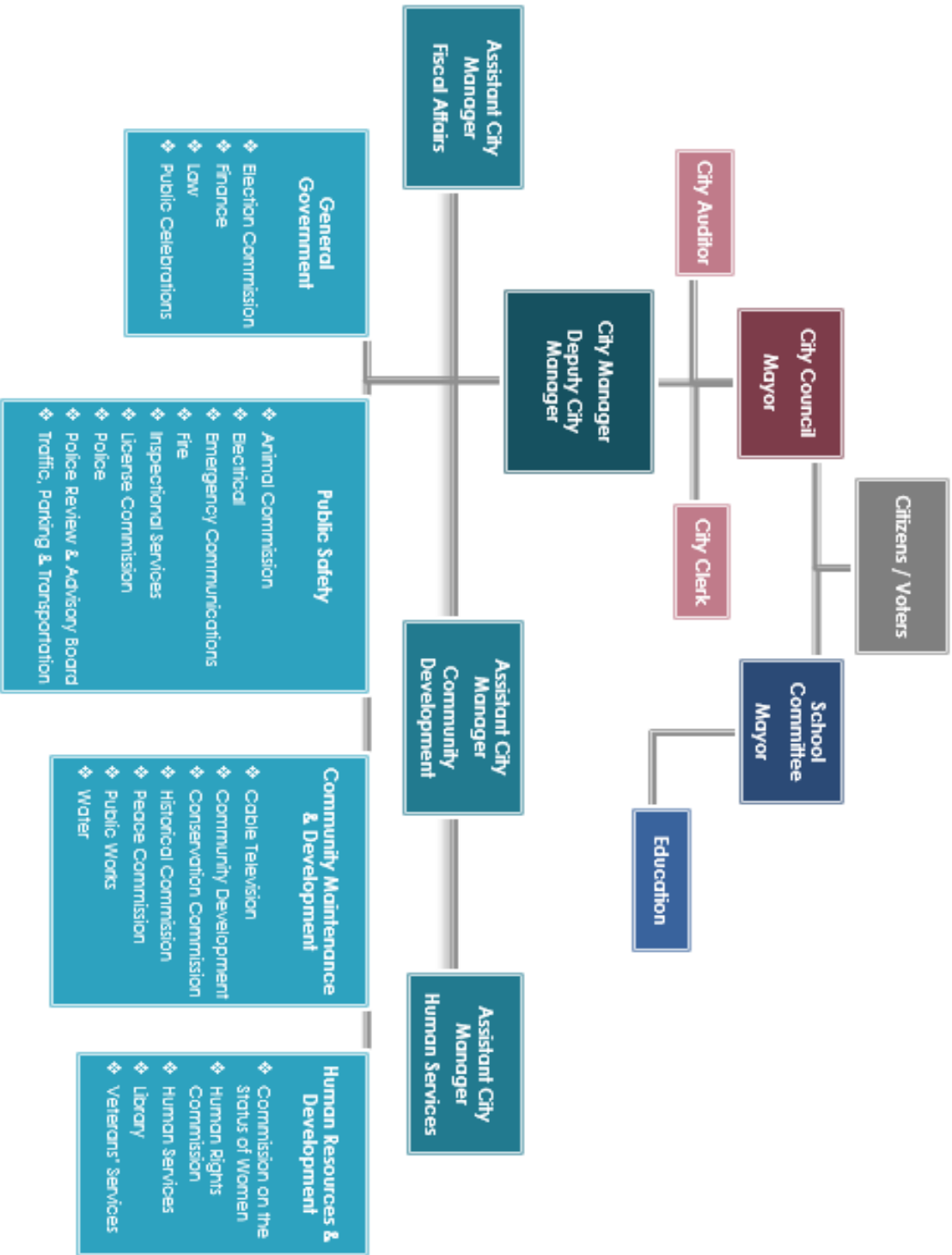
- The City’s 2019 per capita personal income of \$78,441 is higher than the Boston, Massachusetts, and U.S. averages. (Source: US Bureau of Economic Analysis)
- 2018 employment totaled 130,246 jobs, with private sector employment comprising 94.6% of total jobs. (Source: MA EOLWD)
- Cambridge’s January unadjusted unemployment rate of 1.3% remains lower than the Boston Primary Metropolitan Statistical Area, Massachusetts, and U.S. averages. (Source: MA EOLWD)
- Cambridge continues to maintain a high job to resident ratio, with 1.09 jobs for each resident. (Source: CDD)
- Education and health services lead the way among employment sectors, followed by health care and social assistance. (Source: MA EOLWD)
- Led by Harvard University and MIT, the higher education sector continues to drive the job market, employing more than 21,000 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)
- Cambridge continues to maintain and strengthen its position as a national leader in the life sciences and high tech. As of 2018, Cambridge is home to 250 biopharmaceutical and biotechnology companies, including Alnylam, Biogen Idec, Novartis, Pfizer, Sanofi, and Takeda.
- High tech sector employment within the top 25 employers includes Akamai, Google, Hubspot, IBM, Pegasystems, and CarGurus. Several tech giants such as Amazon, Apple, Facebook, Google, and Kayak are currently shaping the market by hiring and expanding in Cambridge. (Source: CDD)
- 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	81
Number of Public Golf Courses	1
Number of Senior Citizen Centers	2
Number of Youth Centers	5

CITY OF CAMBRIDGE ORGANIZATIONAL CHART



DEPARTMENT DIRECTORY

<p>ANIMAL COMMISSION</p>		<p>Director: Christina Correia Address: 344 Broadway, 1st floor Phone: (617) 349-4376 Email: animalcommission@cambridgema.gov Website: http://www.cambridgema.gov/animal</p>
<p>ASSESSING</p>		<p>Director: Gayle Willett Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4343 Email: assessors@cambridgema.gov Website: http://www.cambridgema.gov/assess</p>
<p>AUDITING</p>		<p>City Auditor: Jim Monagle Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4240 Email: jmonagle@cambridgema.gov Website: http://www.cambridgema.gov/audit</p>
<p>BUDGET OFFICE</p>		<p>Director: Taha Jennings Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4268 Email: tjennings@cambridgema.gov Website: http://www.cambridgema.gov/budget</p>
<p>CAMBRIDGE ARTS COUNCIL</p>		<p>Executive Director: Jason Weeks Address: 344 Broadway, 2nd floor Phone: (617) 349-4380 Email: cambridgearts@cambridgema.gov Website: http://www.cambridgema.gov/arts  </p>
<p>CITY CLERK</p>		<p>City Clerk: Anthony I. Wilson Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4260 Email: clerk@cambridgema.gov Website: http://www.cambridgema.gov/cityclerk</p>
<p>CITY COUNCIL</p>		<p>Executive Assistant to the City Council: Naomie Stephen Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4280 Email: council@cambridgema.gov Website: http://www.cambridgema.gov/ccouncil</p>
<p>CITY MANAGER'S OFFICE</p>		<p>City Manager: Louis A. DePasquale; Deputy City Manager: Lisa Peterson Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4300 Email: citymanager@cambridgema.gov Website: http://www.cambridgema.gov/cmanager</p>

DEPARTMENT DIRECTORY

<p>COMMUNITY DEVELOPMENT DEPARTMENT</p>		<p>Assistant City Manager: Iram Farooq Address: 344 Broadway Phone: (617) 349-4600 Email: cddat344@cambridgema.gov Website: http://www.cambridgema.gov/CDD </p>
<p>CONSERVATION COMMISSION</p>		<p>Director: Jennifer Letourneau Address: 147 Hampshire Street Phone: (617) 349-4680 Email: jletourneau@cambridgema.gov Website: http://www.cambridgema.gov/cc</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>ELECTRICAL DEPARTMENT</p>		<p>Acting City Electrician: Thomas Grande Address: 250 Fresh Pond Parkway, 1st floor Phone: (617) 349-4925 Email: tgrande@cambridgema.gov Website: http://www.cambridgema.gov/electrical</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>Director: Betsy Allen Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4331 Email: ballen@cambridgema.gov Website: http://www.cambridgema.gov/aff</p>
<p>FINANCE DEPARTMENT</p>		<p>Assistant City Manager for Fiscal Affairs: David Kale Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-4220 Email: treasurer@cambridgema.gov Website: http://www.cambridgema.gov/finance</p>

DEPARTMENT DIRECTORY

<p>FIRE DEPARTMENT</p>		<p>Acting Fire Chief: Gerard E. Mahoney Address: 491 Broadway Phone: (617) 349-4900 Email: fdcontact@cambridgefire.org Website: http://www.cambridgema.gov/cfd </p>
<p>HISTORICAL COMMISSION</p>		<p>Executive Director: Charles Sullivan Address: 831 Massachusetts Avenue, 2nd floor Phone: (617) 349-4683 Email: histcomm@cambridgema.gov Website: http://www2.cambridgema.gov/historic   </p>
<p>HUMAN RIGHTS COMMISSION</p>		<p>Executive Director: Nancy Schlacter Address: 51 Inman Street, 2nd floor Phone: (617) 349-4396 Email: nschlacter@cambridgema.gov Website: http://www.cambridgema.gov/hrc</p>
<p>HUMAN SERVICE PROGRAMS</p>		<p>Assistant City Manager for Human Services: Ellen Semonoff Address: 51 Inman Street, 3rd floor Phone: (617) 349-6200 Email: askdhsp@cambridgema.gov Website: http://www.cambridgema.gov/dhsp    </p>
<p>INFORMATION TECHNOLOGY DEPARTMENT</p>		<p>Director: Patrick McCormick Address: 831 Massachusetts Avenue, 2nd floor Phone: 617-349-9190 Email: pmccormick@cambridgema.gov Website: http://www.cambridgema.gov/itd</p>
<p>INSPECTIONAL SERVICES</p>		<p>Commissioner: Ranjit Singanayagam 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>City Solicitor: Nancy Glowa Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4121 Email: nglowa@cambridgema.gov Website: http://www.cambridgema.gov/law</p>






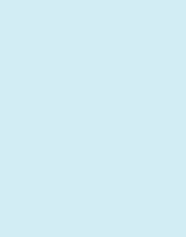

DEPARTMENT DIRECTORY

<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>    </p>
<p>LICENSE COMMISSION</p>		<p>Chairperson: Nicole Murati Ferrer Address: 831 Massachusetts Avenue, 1st floor Phone: (617) 349-6140 Email: license@cambridgema.gov Website: http://www.cambridgema.gov/license</p>
<p>MAYOR'S OFFICE</p>		<p>Mayor: Sumbul Siddiqui Address: 795 Massachusetts Avenue, 2nd floor Phone: (617) 349-4321 Email: ssiddiqui@cambridgema.gov Website: http://www.cambridgema.gov/mayor</p>
<p>PEACE COMMISSION</p>		<p>Executive Director: Brian Corr Address: 51 Inman Street, 2nd floor Phone: (617) 349-4694 Email: peace@cambridgema.gov Website: http://www.cambridgema.gov/peace</p>
<p>PERSONNEL DEPARTMENT</p>		<p>Director: Sheila Keady Rawson Address: 795 Massachusetts Avenue, 3rd floor Phone: (617) 349-4332 Email: skeady@cambridgema.gov Website: http://www.cambridgema.gov/personnel</p>
<p>POLICE DEPARTMENT</p>		<p>Commissioner: Branville G. Bard, Jr. Address: 125 Sixth Street Phone: (617) 349-3300 Email: pio@cambridgepolice.org Website: http://www.cambridgema.gov/cpd</p> <p>     </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>

DEPARTMENT DIRECTORY

<p>PUBLIC INFORMATION OFFICE</p>		<p>Director of Communications & 311/CRM: Lee Gianetti Address: 795 Massachusetts Avenue, 1st floor Phone: (617) 349-3317 Email: lgianetti@cambridgema.gov Website: http://www.cambridgema.gov/pio</p>
<p>PUBLIC WORKS</p>		<p>Commissioner: Owen O'Riordan Address: 147 Hampshire Street Phone: (617) 349-4800 Email: theworks@cambridgema.gov Website: http://www.cambridgema.gov/theworks</p> <p>    </p>
<p>PURCHASING</p>		<p>Director: Elizabeth Unger Address: 795 Massachusetts Avenue, 3rd Floor Phone: (617) 349-4310 Email: eunger@cambridgema.gov Website: http://www.cambridgema.gov/purchasing</p>
<p>SCHOOL DEPARTMENT</p>		<p>Superintendent: Dr. Kenneth Salim Address: 159 Thorndike Street Phone: (617) 349-6400 Email: ksalim@cpsd.us Website: http://www.cpsd.us</p> <p>   </p>
<p>TRAFFIC, PARKING & TRANSPORTATION</p>		<p>Director: Joseph Barr Address: 344 Broadway Street, 2nd floor Phone: (617) 349-4700 Email: trafficfeedback@cambridgema.gov Website: http://www.cambridgema.gov/traffic</p>
<p>TREASURY</p>		<p>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>  </p>

DEPARTMENT DIRECTORY

<p>WATER DEPARTMENT</p>		<p>Managing Director: Sam Corda Address: 250 Fresh Pond Parkway Phone: (617) 349-4770 Email: cwd@cambridgema.gov Website: http://www.cambridgema.gov/water</p> <p> </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></p>
<p>22-CITYVIEW</p>		<p>Director: Calvin Lindsay, Jr. Address: 454 Broadway Phone: (617) 349-4296 Email: clindsay@cambridgema.gov Website: http://www.cambridgema.gov/22cityview</p> <p></p>

BENCHMARKS – GENERAL GOVERNMENT

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

PER CAPITA PERSONAL INCOME

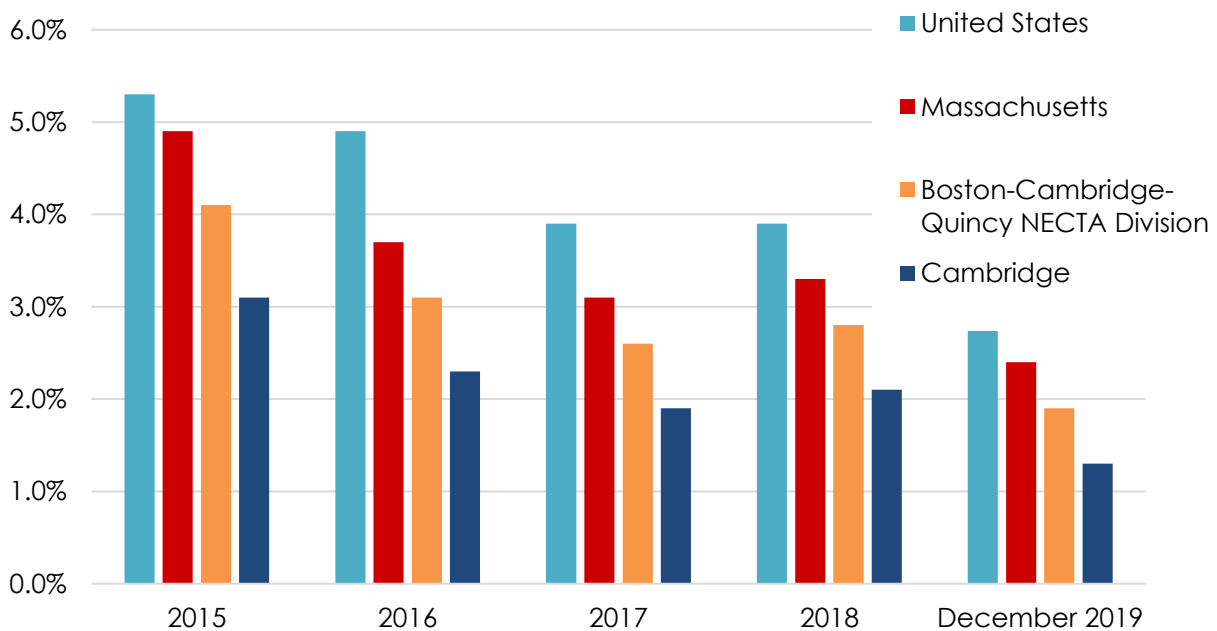
	2014	2015	2016	2017	2018	AVERAGE
United States	\$50,069	\$51,912	\$52,184	\$53,150	\$54,446	\$52,352
Massachusetts	\$63,655	\$67,392	\$68,511	\$69,896	\$71,683	\$68,227
Boston MSA*	\$69,351	\$73,553	\$74,829	\$76,602	\$78,694	\$74,606
Cambridge**	\$70,326	\$74,565	\$75,036	\$76,398	\$78,441	\$74,953
Cambridge as % of MA	110.5%	110.6%	109.5%	109.3%	109.4%	109.9%
Cambridge as % of USA	140.5%	143.6%	143.8%	143.7%	144.1%	143.1%

Source: US Department of Commerce, Bureau of Economic Analysis 2019. Note: All dollar amounts are adjusted to 2018 dollars using the Consumer Price Index Research Series Using Current Methods (CPI-U-RS).

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

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

ANNUAL UNEMPLOYMENT RATE



Source: Massachusetts Executive Office of Labor and Workforce Development, Labor Force and Unemployment Data, December 2019.

BENCHMARKS – GENERAL GOVERNMENT

JOBS BY SECTOR

SECTOR	2017		2018	
Construction	1,055	0.8%	1,090	0.8%
Education and Health Services	38,080	30.6%	38,896	29.9%
Financial Activities	3,594	2.9%	3,687	2.8%
Government	7,161	5.8%	7,026	5.4%
Information	5,560	4.5%	6,191	4.8%
Leisure and Hospitality	11,702	9.4%	11,659	8.9%
Manufacturing	3,216	2.6%	3,496	2.7%
Other Goods Producing	42	0.0%	28	0.0%
Other Services	2,311	1.9%	2,394	1.8%
Professional and Business Services	42,235	34.0%	46,958	36.1%
Trade, Transportation & Utilities	9,254	7.5%	8,821	6.8%
TOTAL	124,210	100.0%	130,246	100.0%

Source: MA Executive Office of Labor and Workforce Development, 2019.

PRINCIPAL PUBLIC AND PRIVATE EMPLOYERS – NOVEMBER 2019¹

2019 RANK	EMPLOYER	2019 EMPLOYEES	INDUSTRY
1	Harvard University	12,565	Higher Education
2	Mass. Institute of Technology	9,311	Higher Education
3	City of Cambridge ²	3,256	Government
4	Takeda Pharmaceuticals	3,000	Biotechnology
5	Biogen	2,421	Biotechnology
6	Novartis Institute for Biomedical Research	2,267	Biotechnology
7	Cambridge Innovation Centers ³	2,267	Start Up Incubator
8	Cambridge Health Alliance	1,806	Health Care
9	Mt. Auburn Hospital	1,789	Healthcare
10	Broad Institute	1,742	Research & Development
11	Sanofi	1,782	Biotechnology
12	Hubspot	1,735	Marketing Software
13	Google	1,700	Software Development
14	Draper Laboratory	1,663	Research & Development
15	Akamai Technologies	1,662	Internet Technology

1. All figures collected between 09/1/19 and 11/31/19, 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. City of Cambridge figures include School Department employees.
3. The Cambridge Innovation Center is a startup incubator that houses employees from 676 firms.

BENCHMARKS – GENERAL GOVERNMENT

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

COMMUNITY	FY18	FY19	FY20
Cambridge*	\$6.29	\$5.94	\$5.75
Brookline*	\$9.46	\$9.37	\$9.45
Boston*	\$10.48	\$10.54	\$10.56
Somerville*	\$11.32	\$10.76	\$10.09
Arlington	\$12.13	\$11.26	\$11.06
Belmont	\$12.15	\$11.67	\$11.00
Watertown*	\$13.47	\$12.88	\$12.14

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

HOUSING

TYPE OF HOUSING	FY20 MEDIAN VALUE	FY20 TAX BILL*
Condominium	\$690,500	\$1,605
One Family	\$1,370,500	\$5,515
Two Family	\$1,340,050	\$5,340
Three Family	\$1,540,600	\$6,493

*Includes residential exemption.

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

COMMUNITY	FY18	FY19	FY20
Cambridge	\$14.81	\$13.71	\$12.68
Brookline	\$15.72	\$15.37	\$15.53
Somerville	\$18.21	\$17.33	\$16.32
Newton	\$20.62	\$19.94	\$19.92
Watertown	\$24.63	\$23.95	\$22.53
Needham	\$23.46	\$24.42	\$24.55
Boston	\$25.20	\$25.00	\$24.92

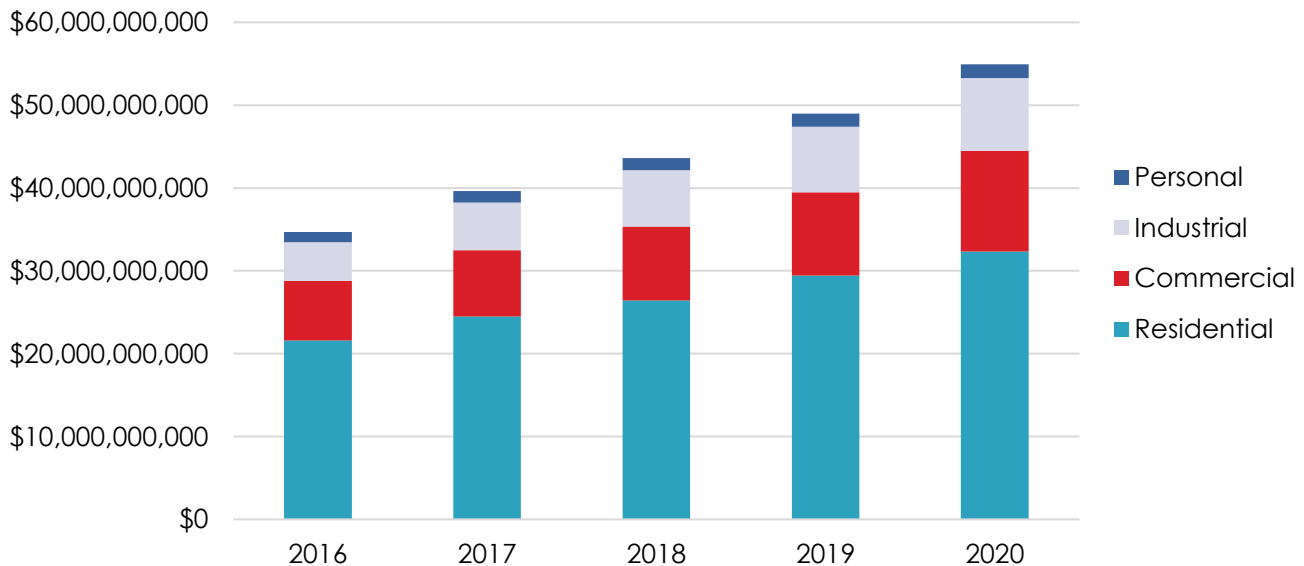
BENCHMARKS – GENERAL GOVERNMENT

TOP 10 TAXPAYERS – FY20

#	PROPERTY OWNER	NATURE OF BUSINESS	ASSESSED VALUATION (\$)	% OF TOTAL TAX BASE	REAL PROPERTY TAXES (\$)	% OF TOTAL TAX LEVY
1	Mass. Institute of Technology	Education*	\$5,019,163,400	9.13%	\$61,171,974	13.96%
2	Alexandria Real Estate	Commercial	\$2,085,375,800	3.80%	\$26,442,565	6.04%
3	BioMed Realty Trust	Commercial	\$1,585,747,400	2.89%	\$20,018,114	4.57%
4	Boston Properties	Commercial	\$1,099,171,900	2.00%	\$13,307,615	3.04%
5	MBA-Rogers Street, LLC	Commercial	\$564,623,900	1.03%	\$7,051,360	1.61%
6	Presimedents and Fellows of Harvard College	Education*	\$718,745,200	1.31%	\$6,188,980	1.41%
7	RREEF American Reit II Corp	Commercial	\$426,417,700	0.78%	\$5,406,976	1.23%
8	Novartis Pharmaceuticals	Commercial	\$355,629,700	0.65%	\$4,509,385	1.03%
9	DivcoWest	Commercial	\$395,684,200	0.72%	\$4,079,467	0.93%
10	New England Development	Commercial	\$309,159,270	0.56%	\$3,920,140	0.89%
TOTAL FOR TOP 10 TAXPAYERS			\$12,559,718,470	22.87%	\$152,096,576	34.71%
TOTAL FY20 ASSESSED VALUATION			\$54,947,909,223			
TOTAL FY20 TAX LEVY					\$438,128,694	

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

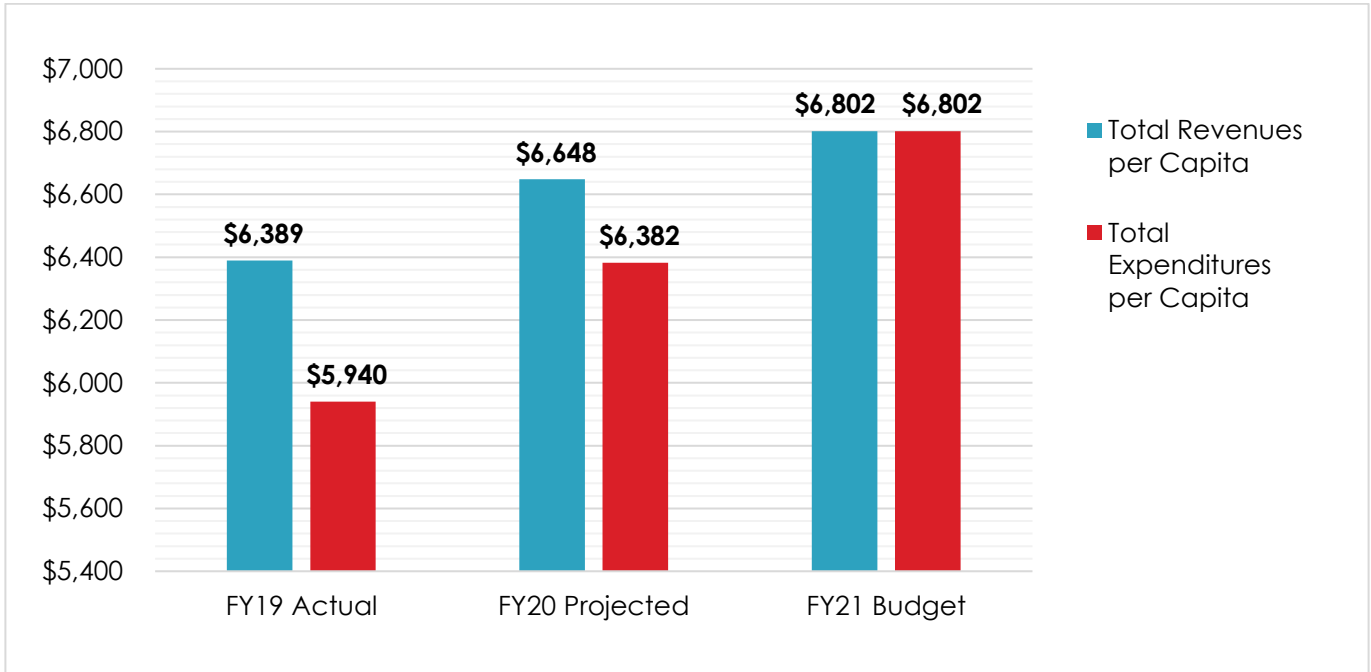
FY16-FY20 Assessed Valuation



Source: City of Cambridge, Assessing Department.

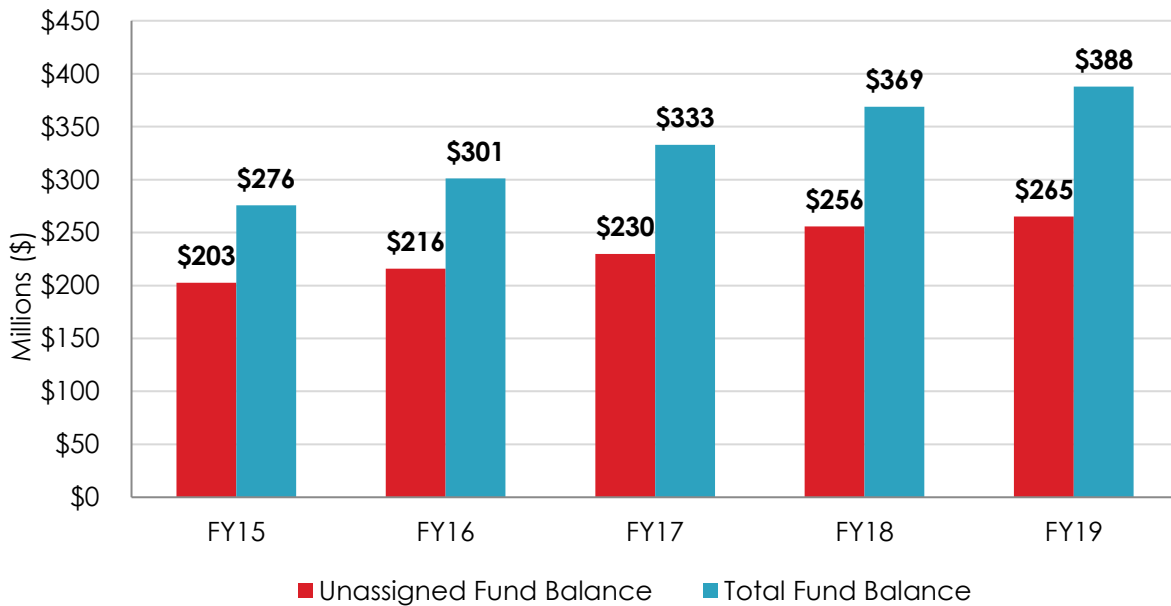
BENCHMARKS – GENERAL GOVERNMENT

CITY OF CAMBRIDGE PER CAPITA REVENUE AND EXPENDITURES



Note: The 2010 U.S. Census figure of 105,162 people was used as the population for these calculations.

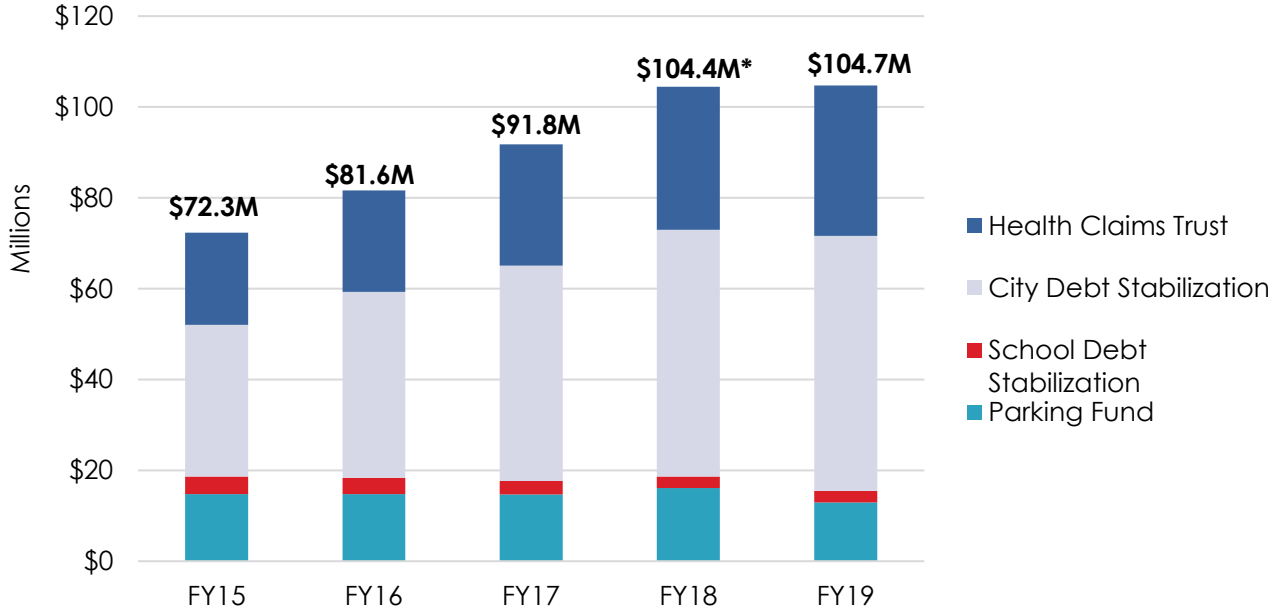
GENERAL FUND FUND BALANCES



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

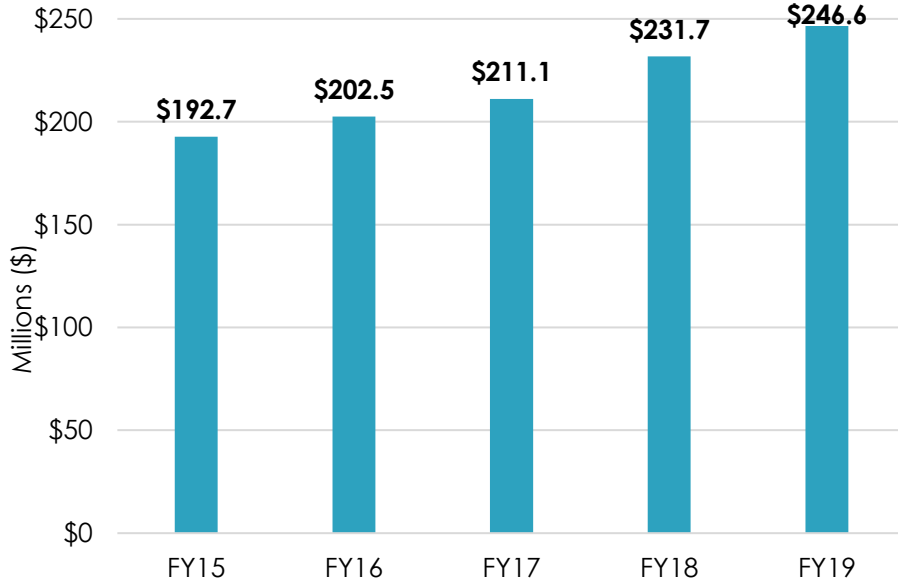
BENCHMARKS – GENERAL GOVERNMENT

RESERVE FUNDS



*Fiscal Year 18 reserve fund changed to a cash basis. Last year Health Claims Trust was inadvertently reported on an accrual basis. Source: City of Cambridge, Finance Department.

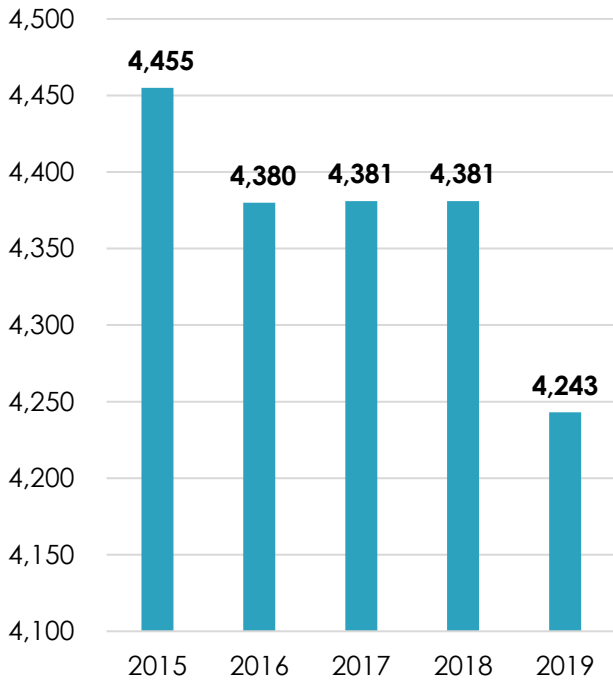
CERTIFIED FREE CASH



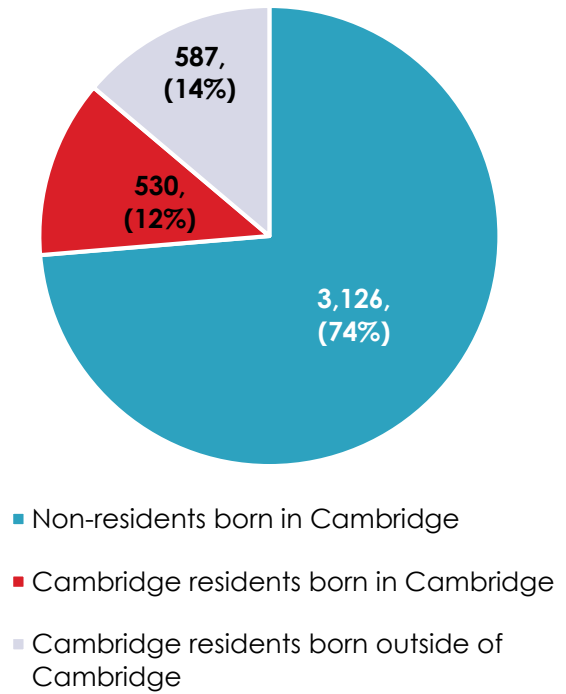
Note: Certified Free Cash is funds available from the operations of the previous fiscal year that are certified by the MA Department of Revenue’s Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown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

BENCHMARKS – GENERAL GOVERNMENT

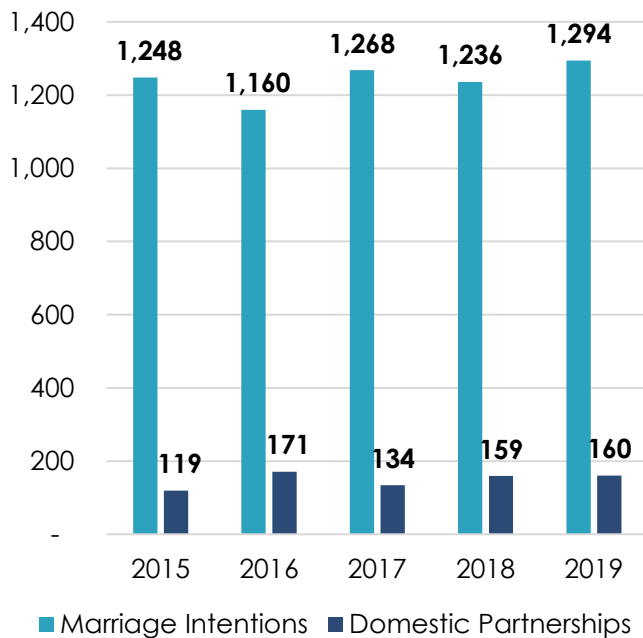
BIRTHS RECORDED IN CAMBRIDGE



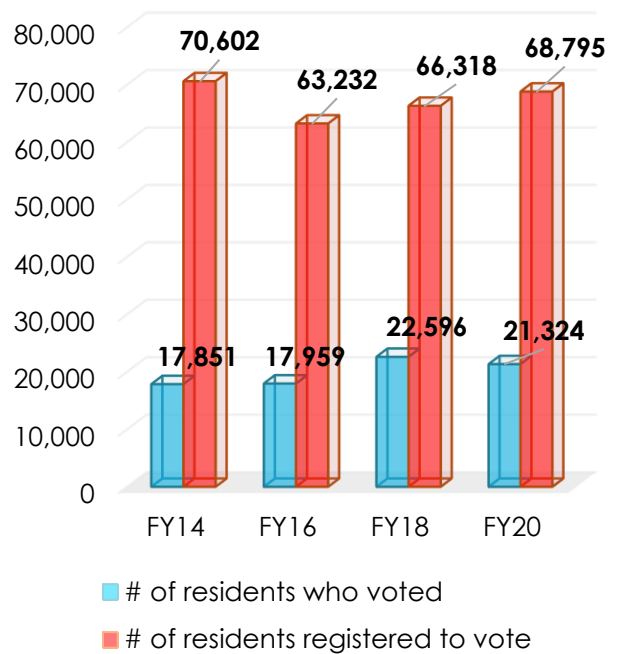
BIRTHS RECORDED IN CAMBRIDGE IN 2019



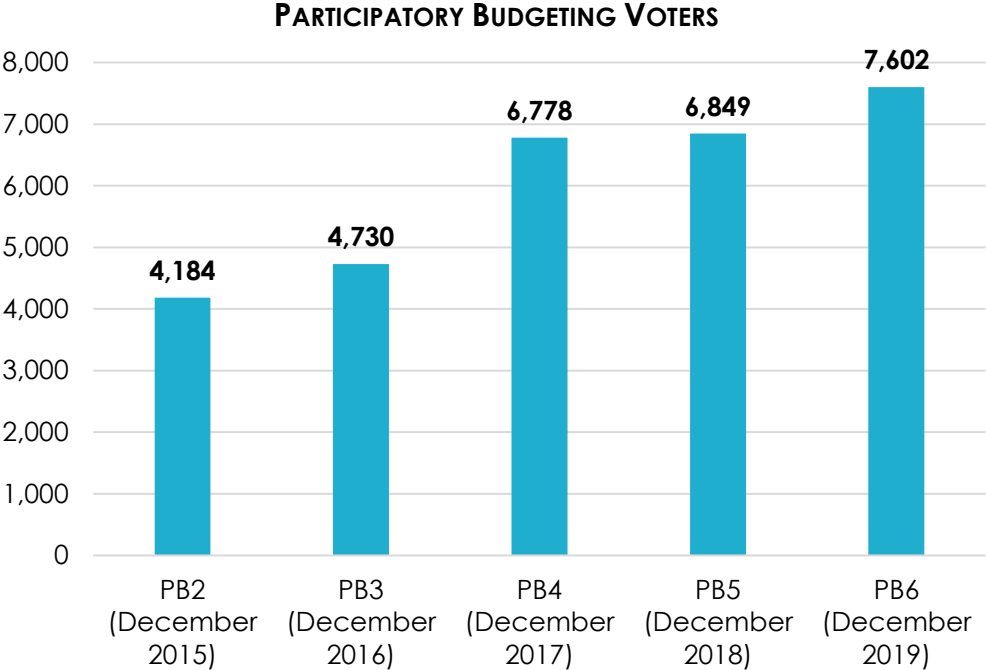
CAMBRIDGE MARRIAGE LICENSES & DOMESTIC PARTNERSHIP FILINGS



VOTERS IN MUNICIPAL ELECTIONS



BENCHMARKS – GENERAL GOVERNMENT



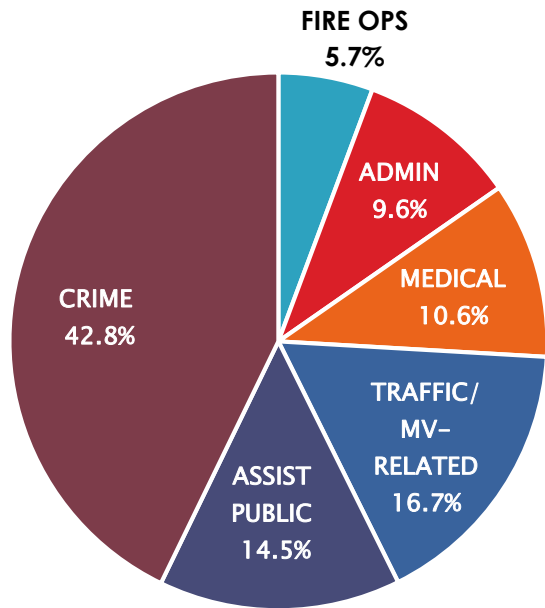
Note: All Cambridge residents age 12 and older, regardless of citizenship, can vote in the City's annual Participatory Budgeting (PB) process. The next PB vote will take place in December 2020.

BENCHMARKS - Public Safety

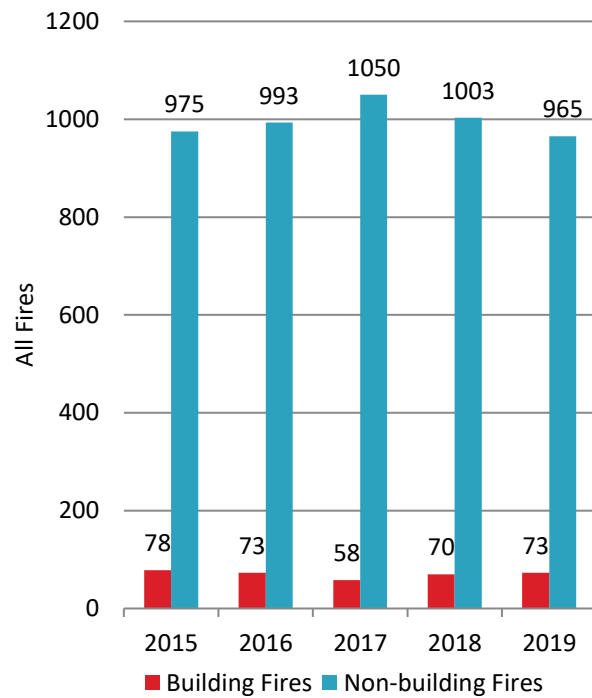
10-YEAR EMERGENCY COMMUNICATIONS HISTORICAL INCIDENT DATA

Category	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	% Change ('18-'19)
Fire Ops	5,682	5,875	5,423	5,527	5,450	6,010	5,912	5,811	6,190	6,309	1.9%
Administrative	6,240	8,748	9,023	9,561	9,067	9,415	9,296	9,062	8,925	10,691	19.8%
Medical	10,978	11,104	10,931	11,391	11,263	11,144	11,033	11,096	12,347	11,758	-4.8%
Assist Public	16,479	16,732	16,155	16,470	16,221	16,390	12,183	17,263	14,977	16,139	7.8%
Traffic/MV-Related	17,754	15,726	13,330	13,804	14,454	14,251	17,014	13,071	18,189	18,567	2.1%
Crime & Directed Patrol	45,539	60,392	62,359	58,821	54,578	51,636	42,816	40,802	44,129	47,489	7.6%
Total	102,672	118,577	117,221	115,574	111,033	108,846	98,254	97,105	104,757	110,953	5.9%

**EMERGENCY COMMUNICATIONS:
FY19 INCIDENT CATEGORIES
(110,953 TOTAL INCIDENTS)**

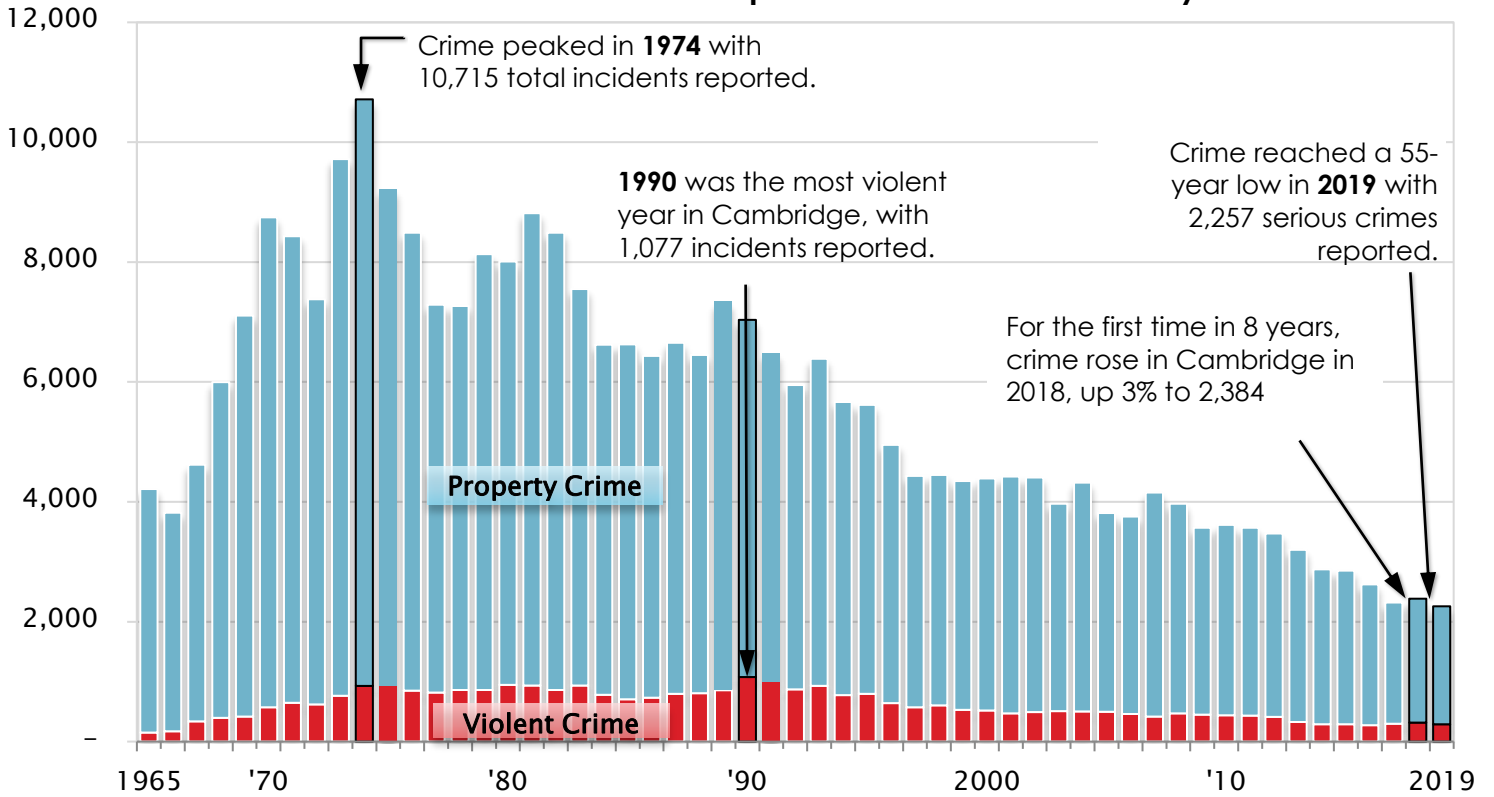


TOTAL FIRES



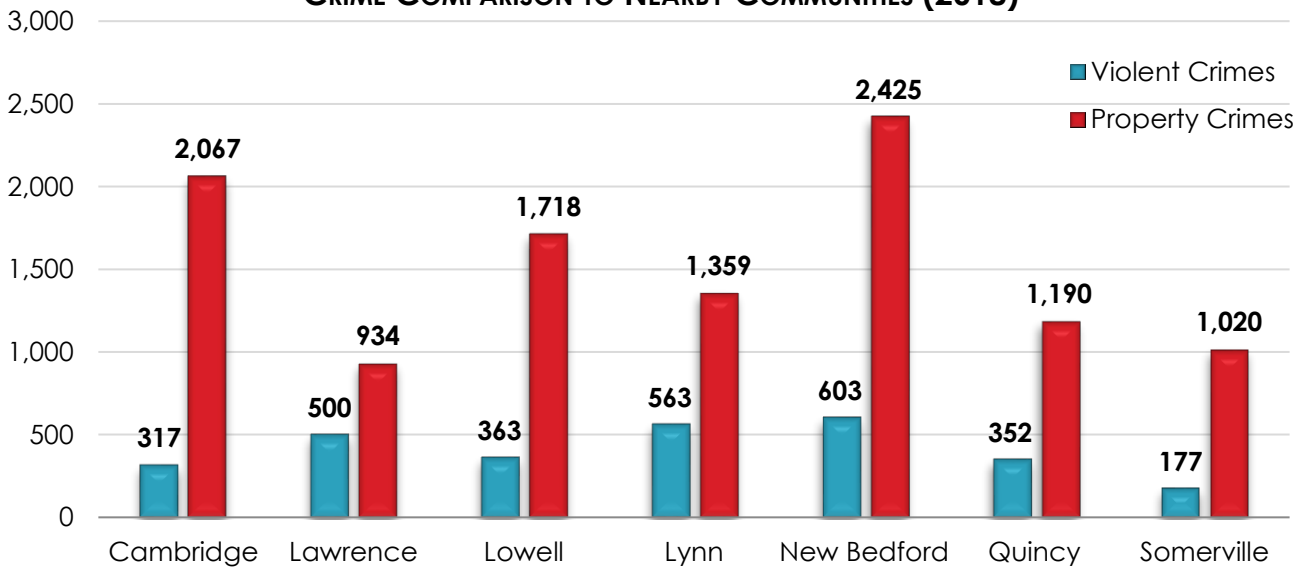
BENCHMARKS - PUBLIC SAFETY

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



Note: *Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.

CRIME COMPARISON TO NEARBY COMMUNITIES (2018)



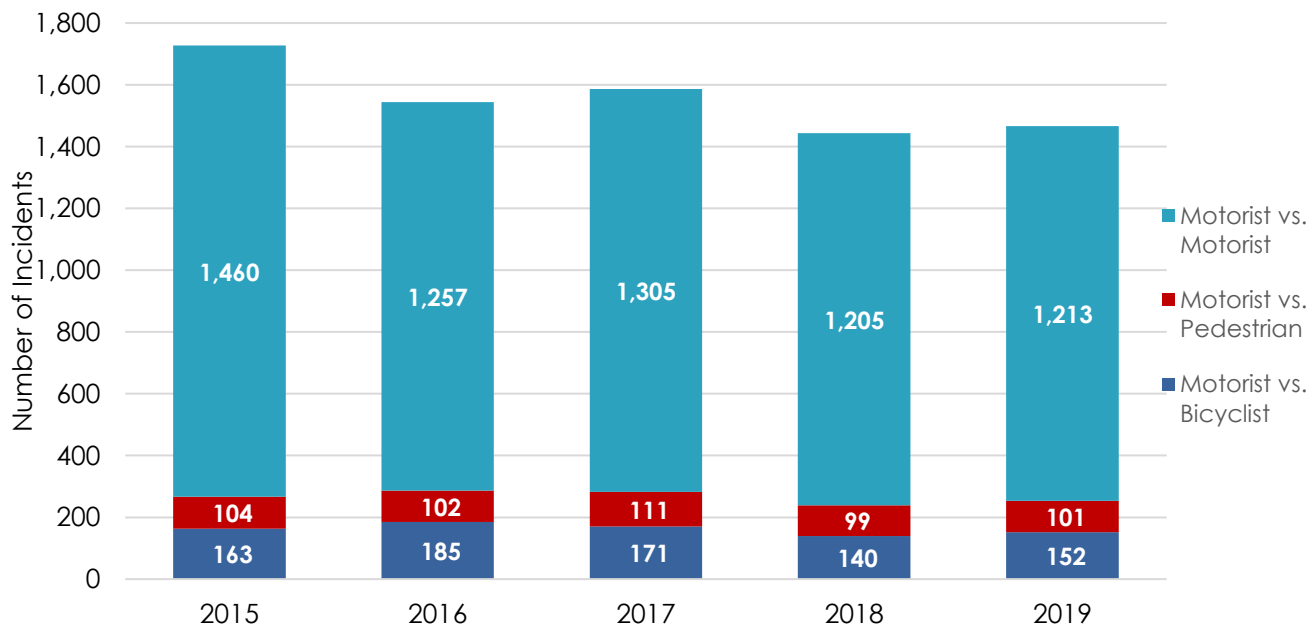
Note: This table is based on information from the FBI's Uniform Crime Reports. The latest available data available for comparison is from 2018.

BENCHMARKS – PUBLIC SAFETY

COMPARISON OF 2018 AND 2019 CAMBRIDGE CRIME INDEX

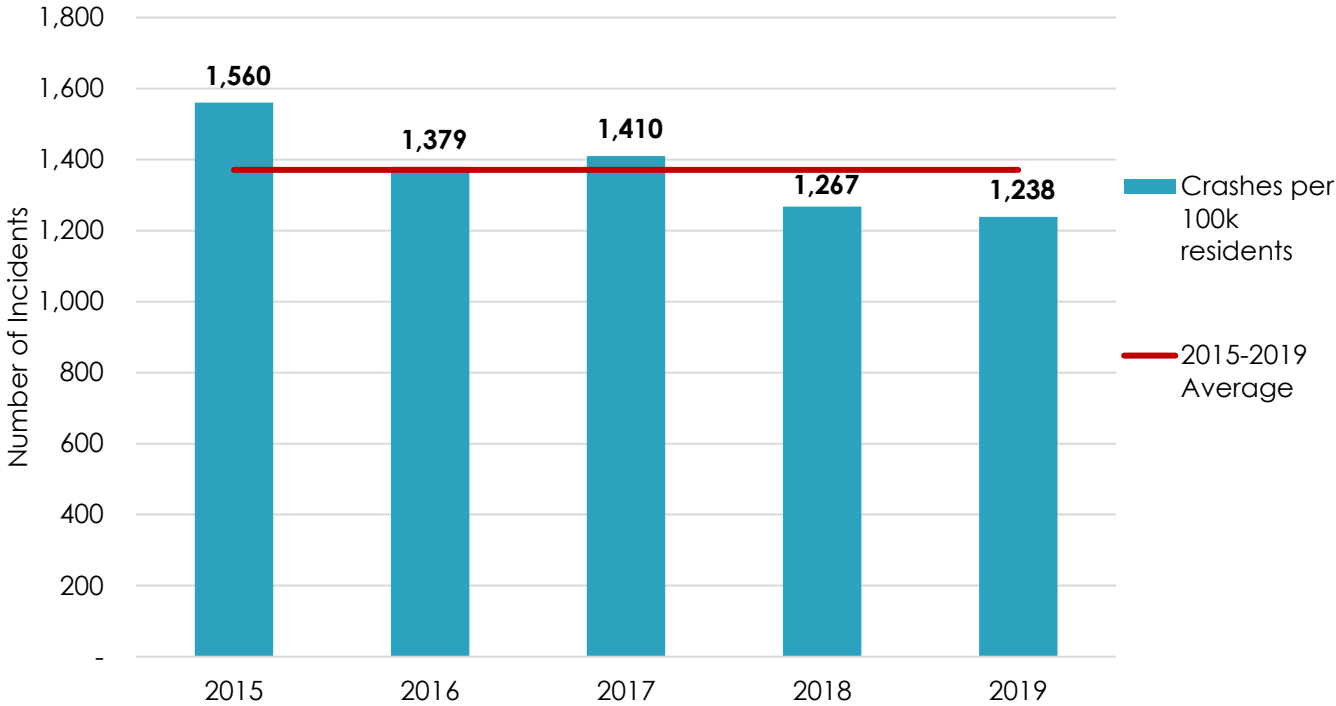
CRIME	JAN - DEC 2018	JAN - DEC 2019	% CHANGE
Murder	1	1	0%
Rape	29	26	-10%
Robbery	99	73	-26%
Commercial	37	11	-70%
Street	62	62	0%
Aggravated Assault	188	189	1%
TOTAL VIOLENT	317	289	-9%
Burglary	252	155	-38%
Commercial	56	36	-36%
Residential	196	119	-39%
Larceny	1,704	1,704	0%
From Building	272	217	-20%
Motor Vehicle	270	236	-13%
From Person	166	159	-4%
Of Bicycle	307	425	38%
Shoplifting	338	347	3%
From Residence	256	248	-3%
Of MV Plate	23	18	-22%
Of Services	26	15	-42%
Misc.	46	39	-15%
Auto Theft	111	109	-2%
TOTAL PROPERTY CRIME	2,067	1,968	-5%
CRIME INDEX TOTAL	2,384	2,257	-5%

REPORTABLE MOTOR VEHICLE CRASHES - FISCAL YEAR 2015-2019

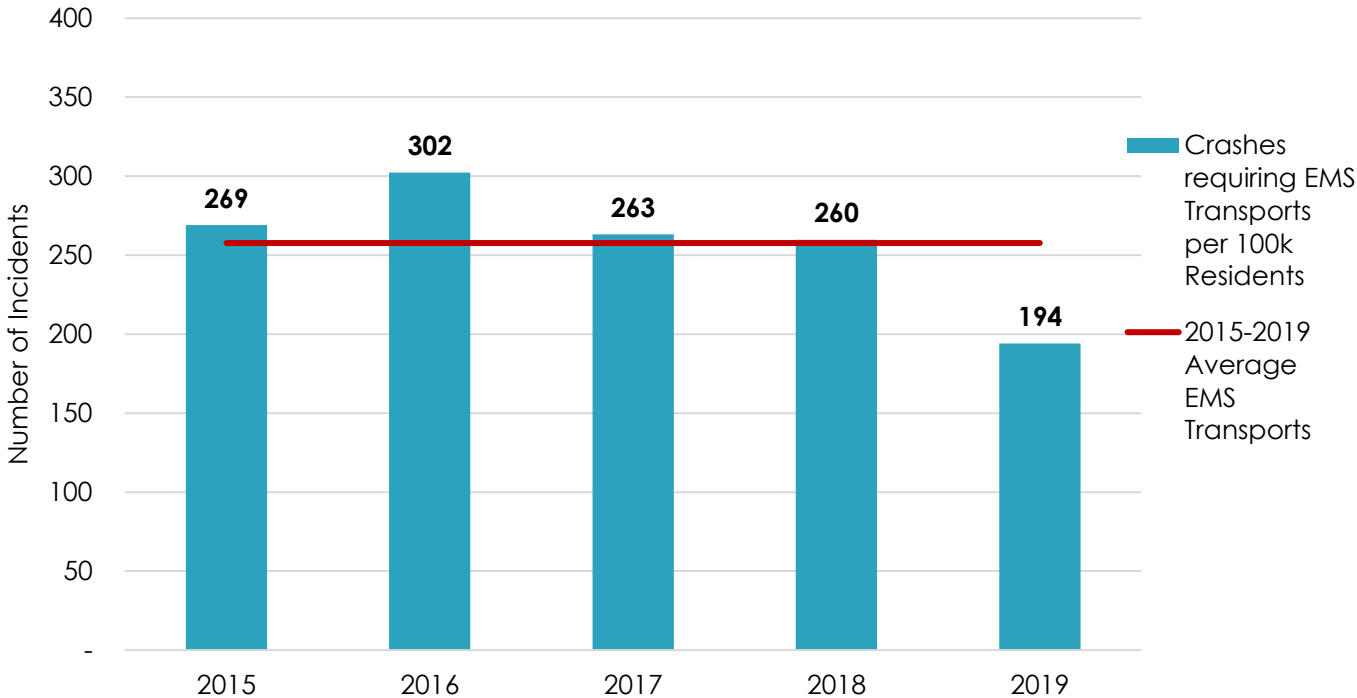


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

ALL REPORTABLE CRASHES PER 100K RESIDENTS

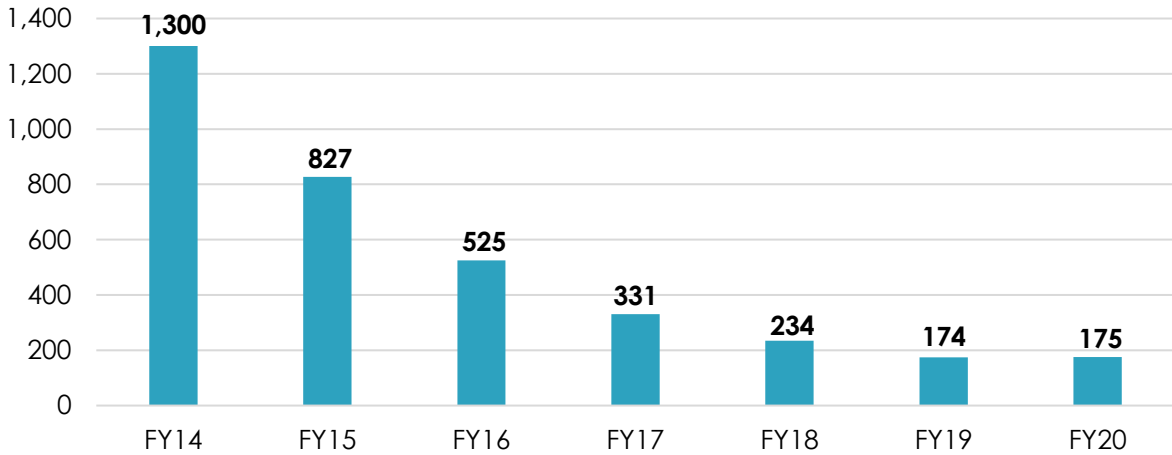


CRASHES RESULTING IN EMS TRANSPORT, PER 100K RESIDENTS



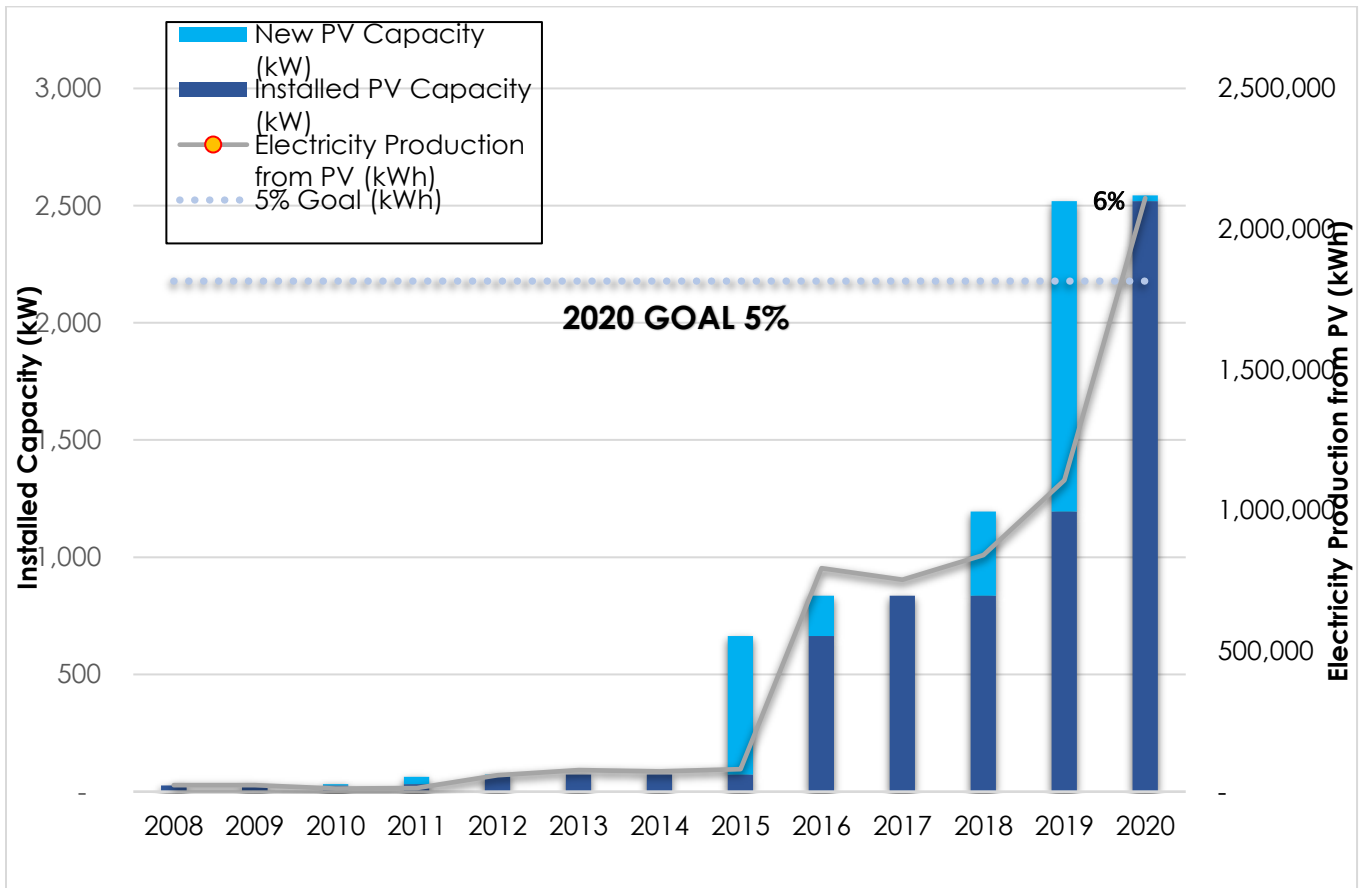
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

STREETLIGHT OUTAGES



Note: Streetlight repairs and outages have continued to decline due to ongoing LED streetlight conversions. The FY20 number is a projection.

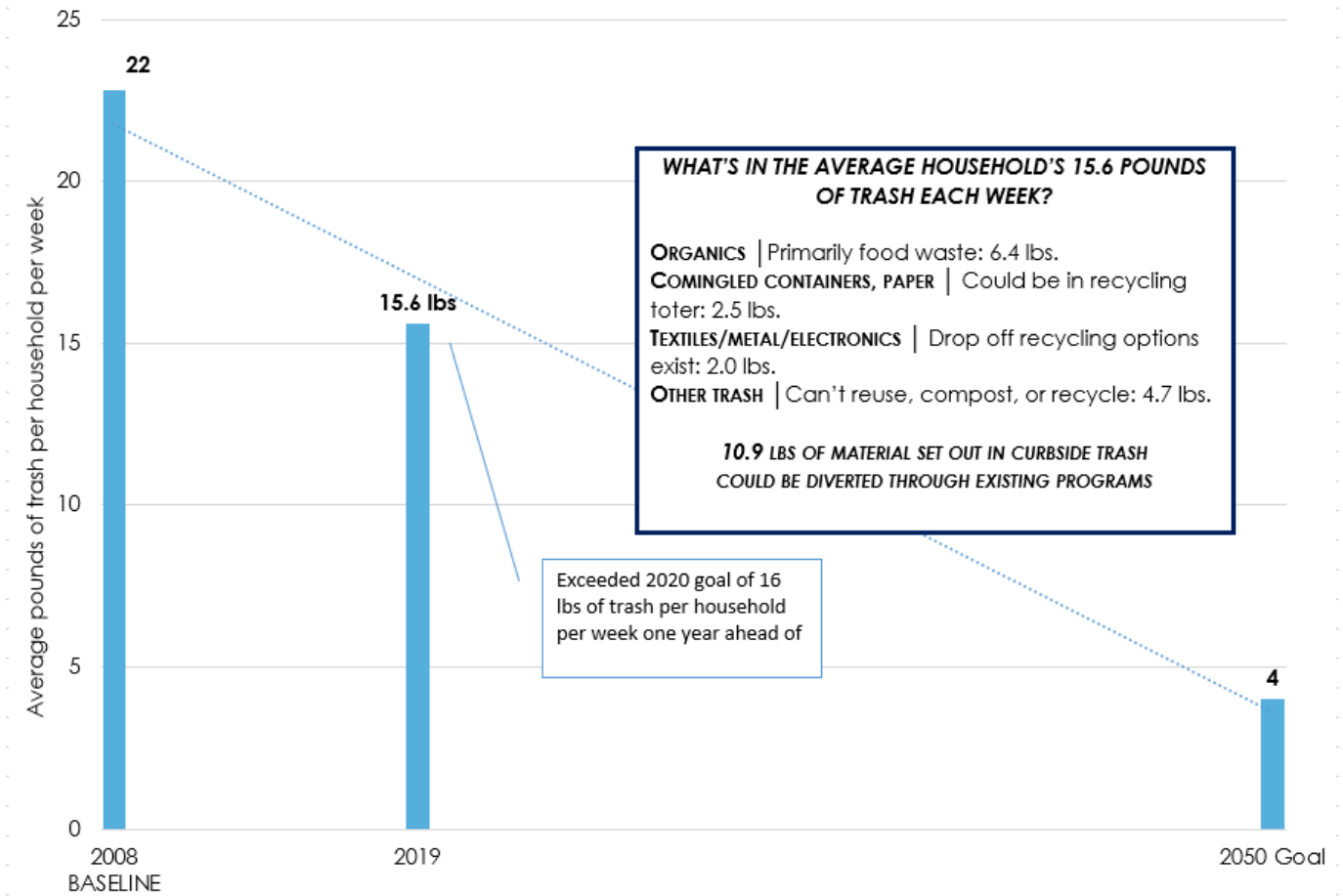
PROGRESS TOWARD 2020 MUNICIPAL ONSITE SOLAR GOAL



Note: In 2015, the City set a goal of generating 5% of municipal electricity use from onsite renewable systems by 2020. By the end of 2019, the City installed 2.5 megawatts of onsite solar. In 2020, the City expects to generate 6% of electricity with onsite renewables.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

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

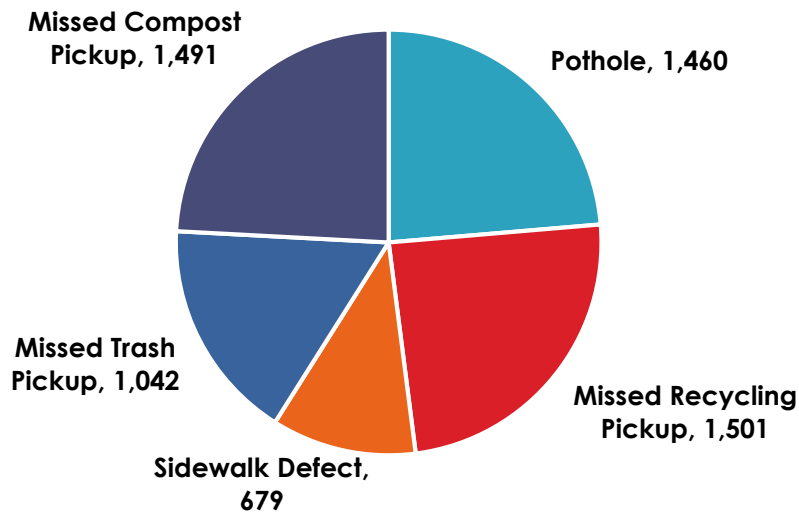


Note: Through initiatives such as curbside organics collection and continued efforts to improve curbside recycling rates, the City is working to reduce trash, increase recycling, and divert food and other reusable materials from the waste stream. The chart above shows the City's progress in meeting the goals of the Massachusetts Department of Environmental Protection's Solid Waste Master Plan, which calls for reducing residential trash 30% by 2020 and 80% by 2050 from a 2008 baseline.

BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

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

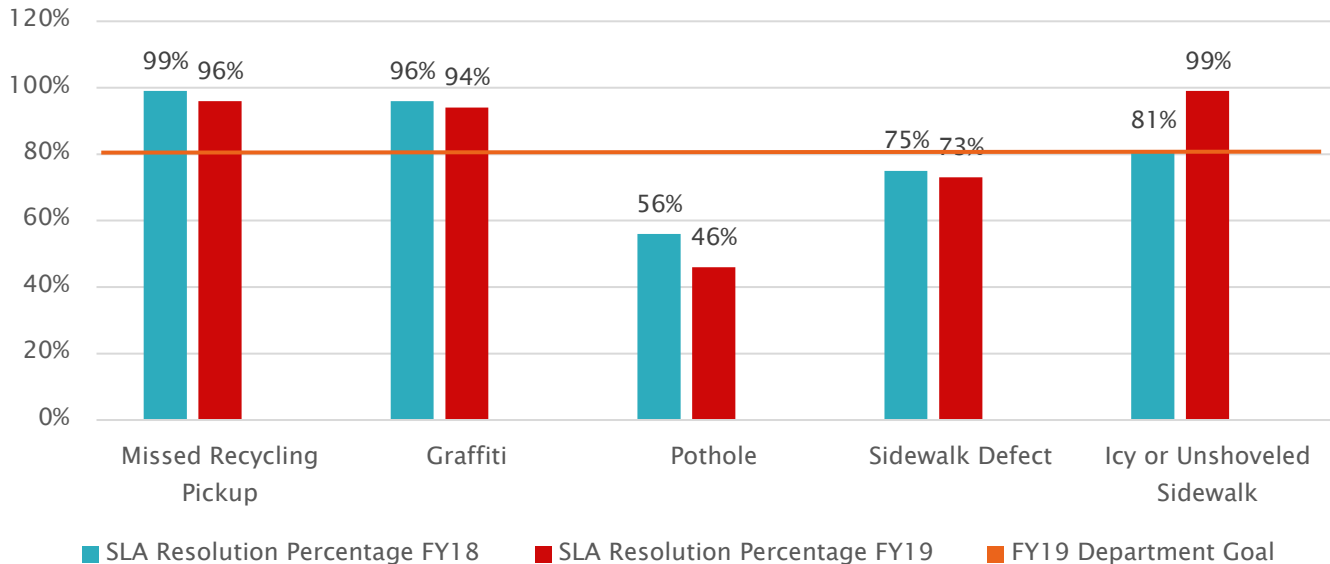
TOP FIVE* COMMONWEALTH CONNECT CATEGORIES REPORTED FY19



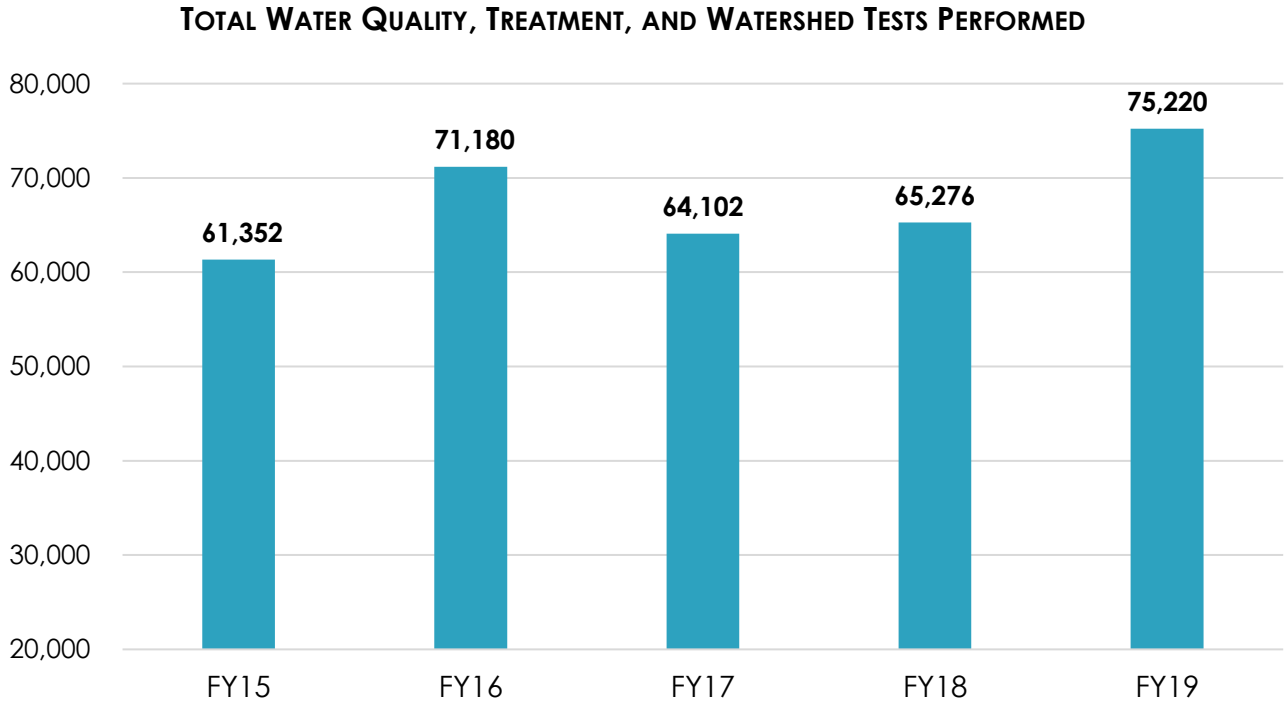
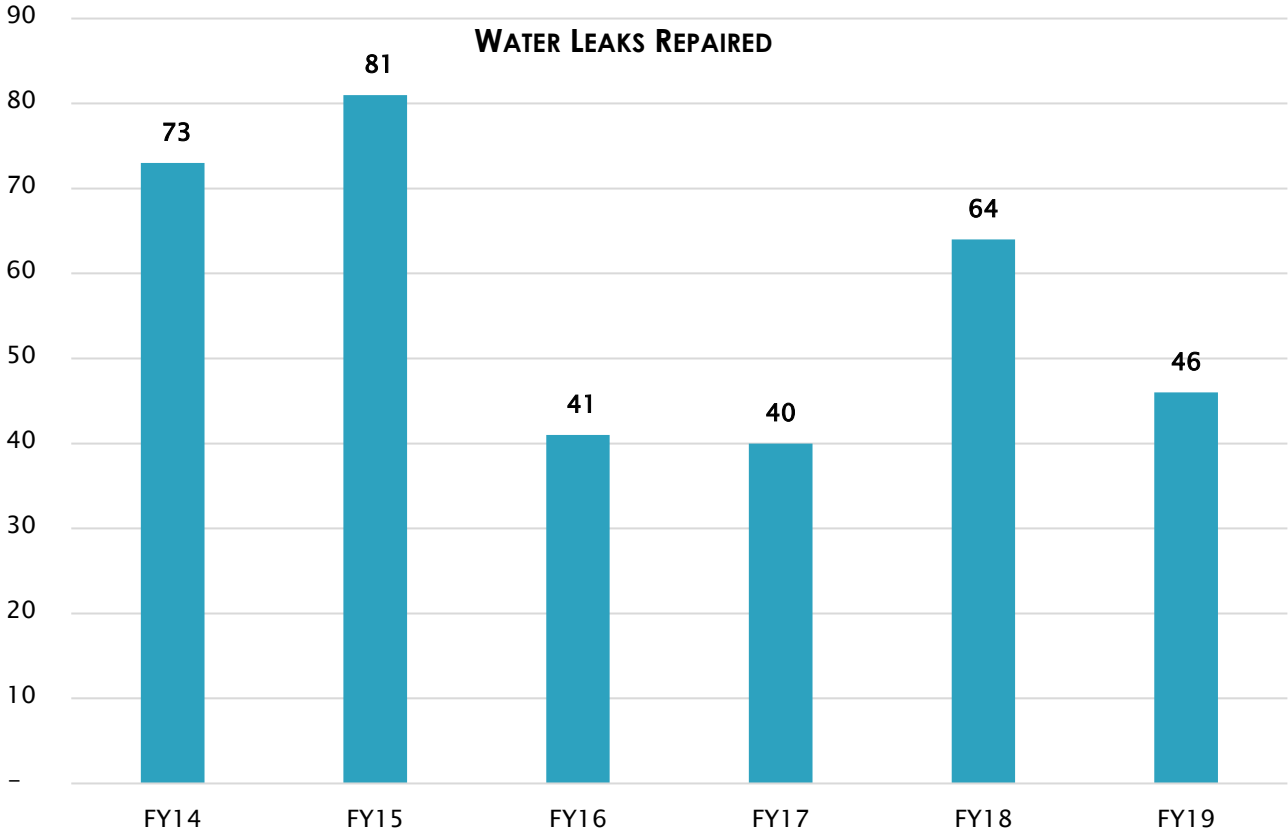
*The "Other" category was one of the Top 5 categories for FY19, however, since issues reported into that category vary greatly, it was excluded from this chart.

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.

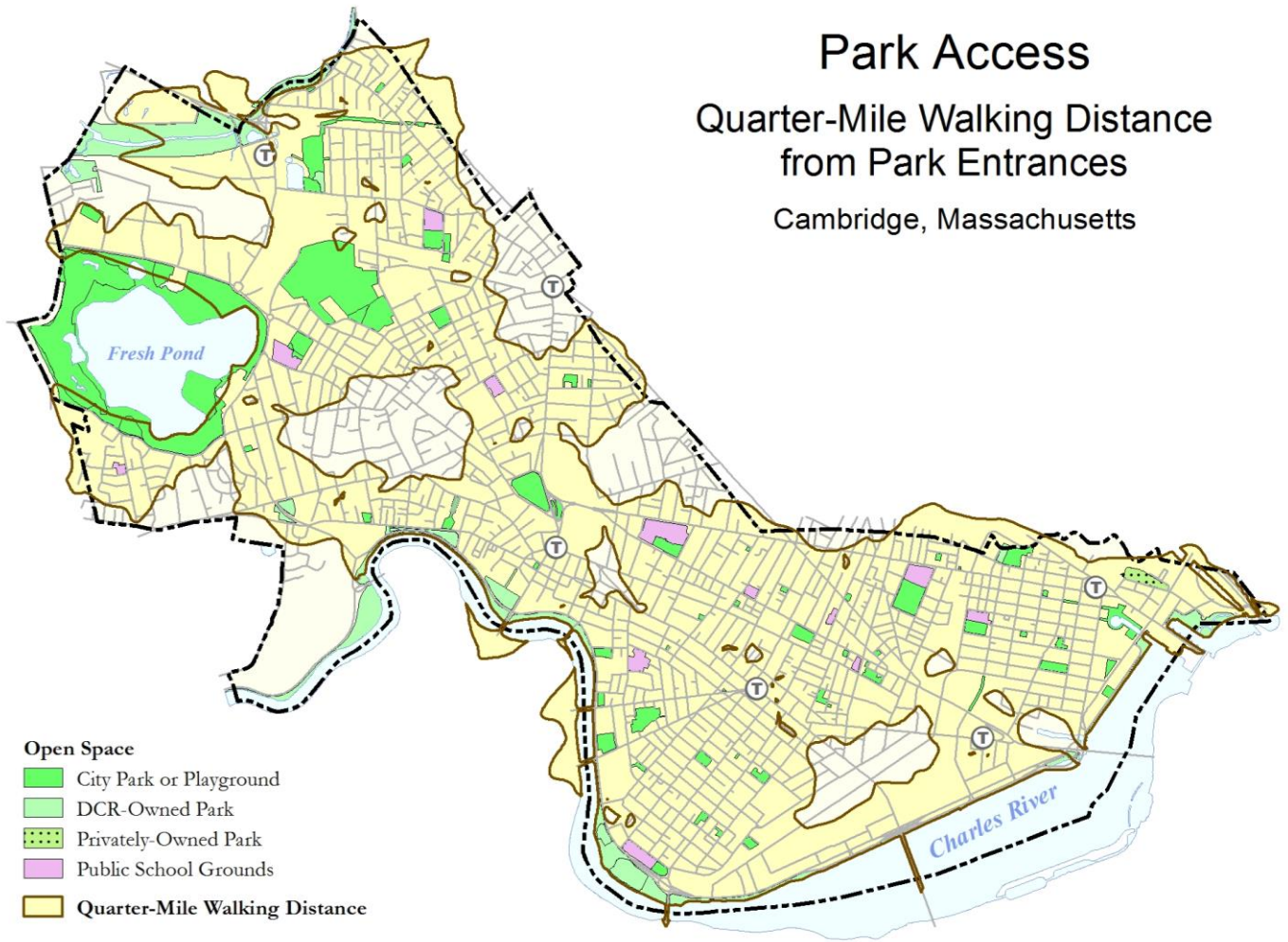
PERCENTAGE OF ISSUES RESOLVED WITHIN SERVICE LEVEL AGREEMENT (FY18 vs. FY19)



BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT



Note: The increase in FY16 was due to higher than normal lead testing requests.

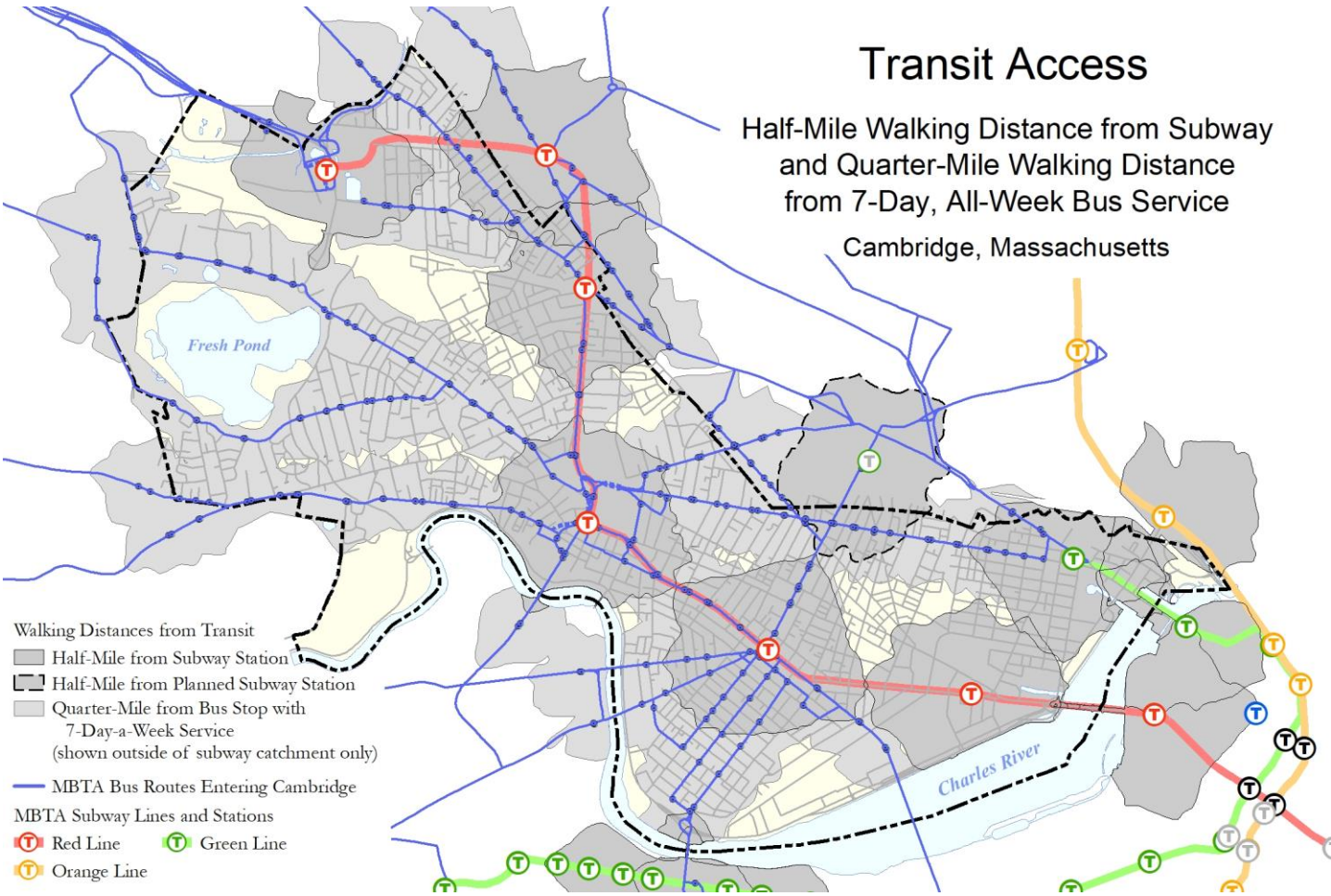


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

Transit Access

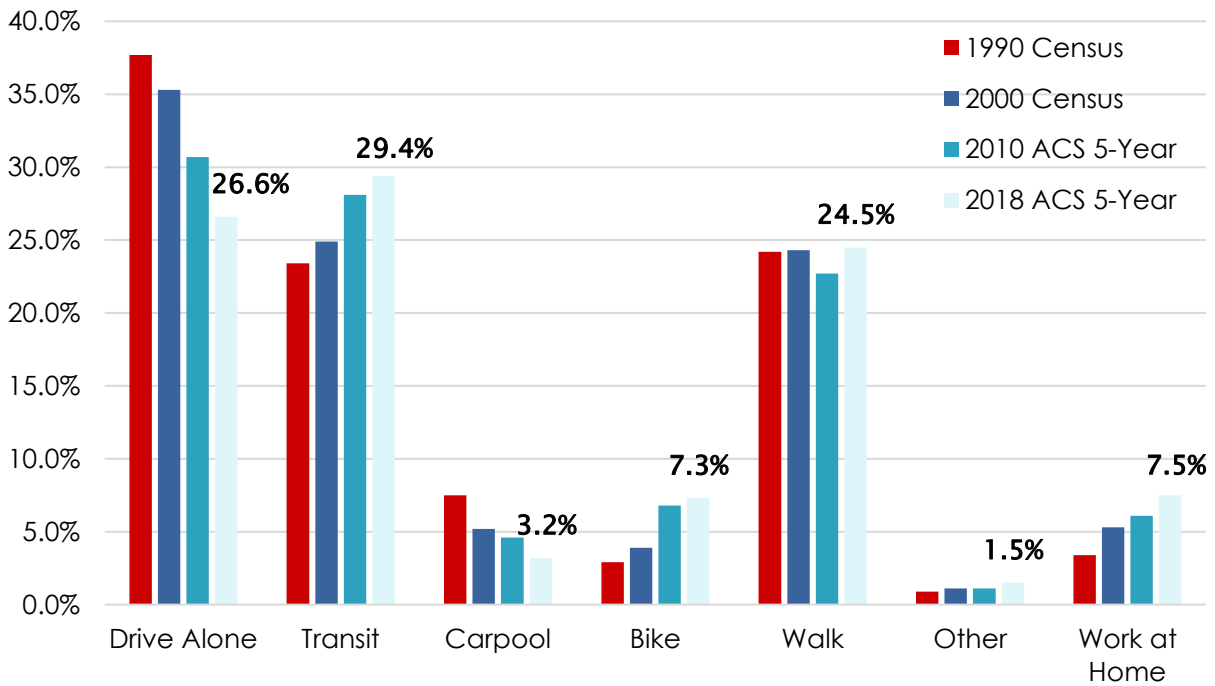
Half-Mile Walking Distance from Subway
and Quarter-Mile Walking Distance
from 7-Day, All-Week Bus Service

Cambridge, Massachusetts

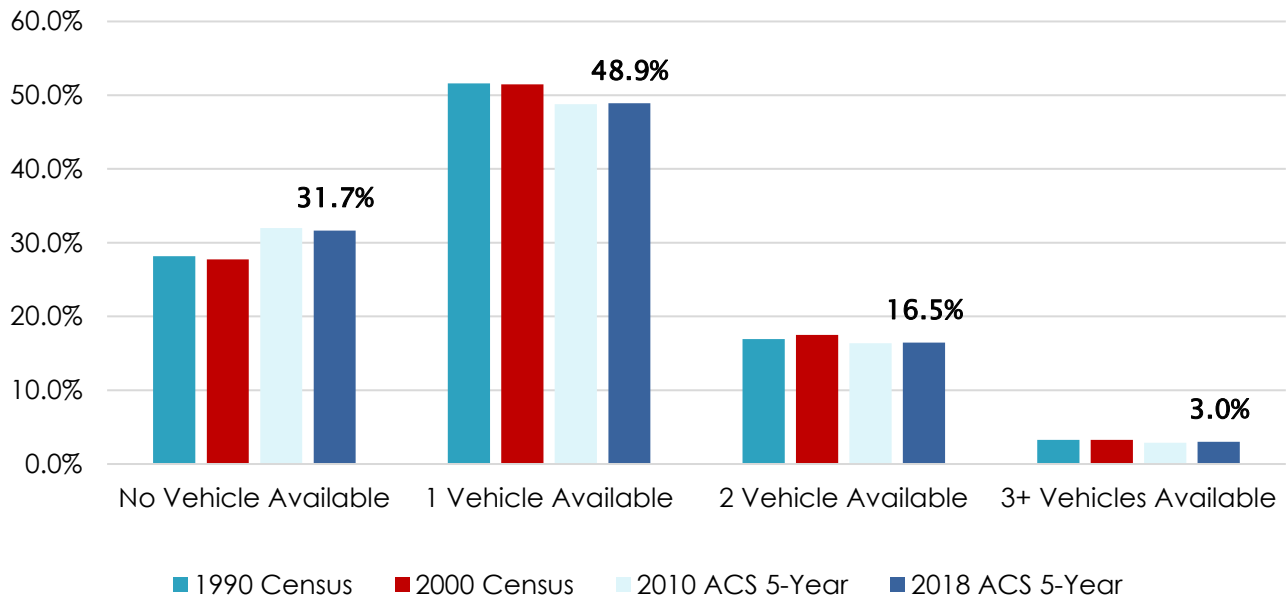


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

RESIDENTS OF CAMBRIDGE: MODE TO TRAVEL TO WORK

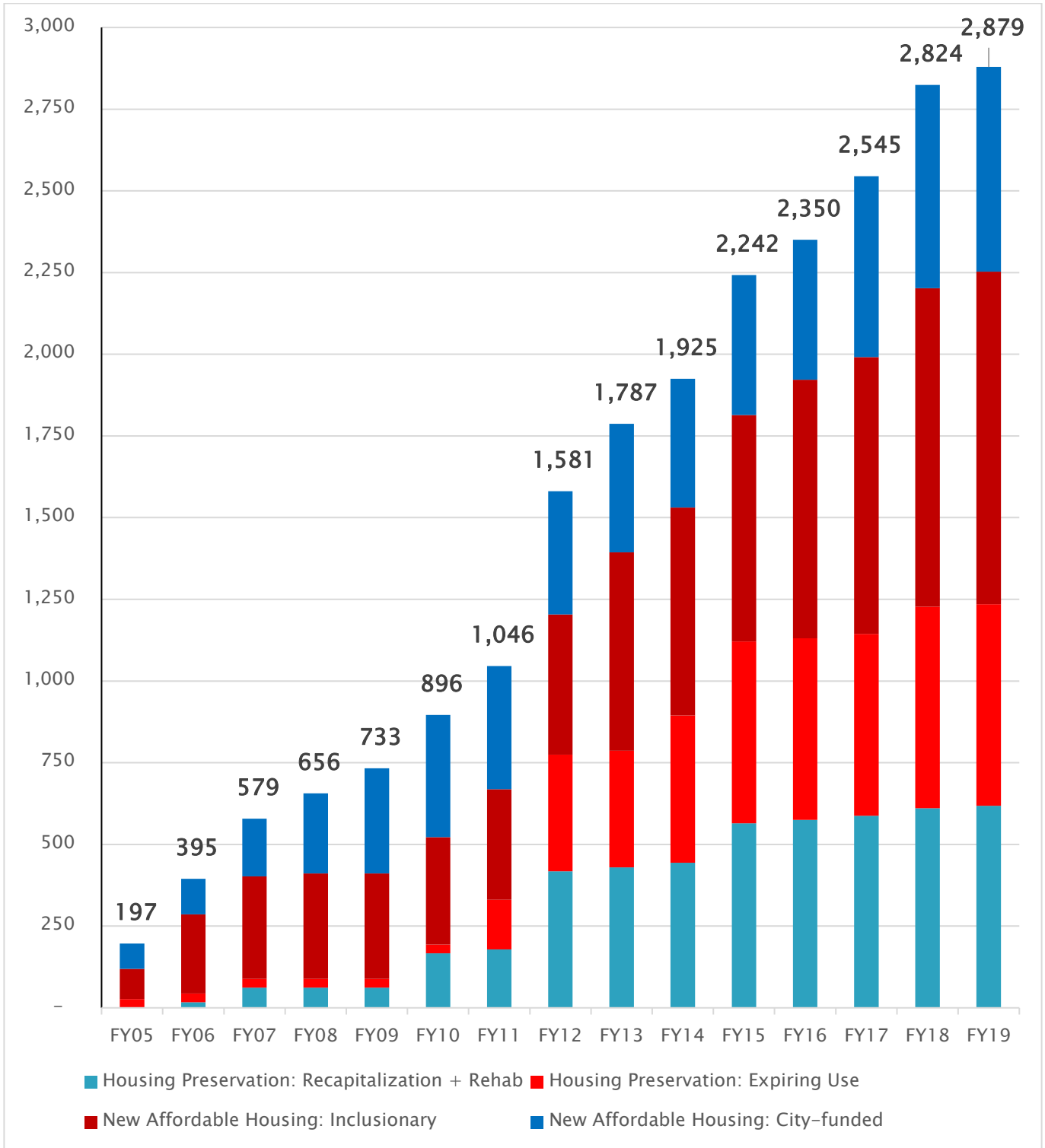


% ZERO-VEHICLE HOUSEHOLDS INCREASED



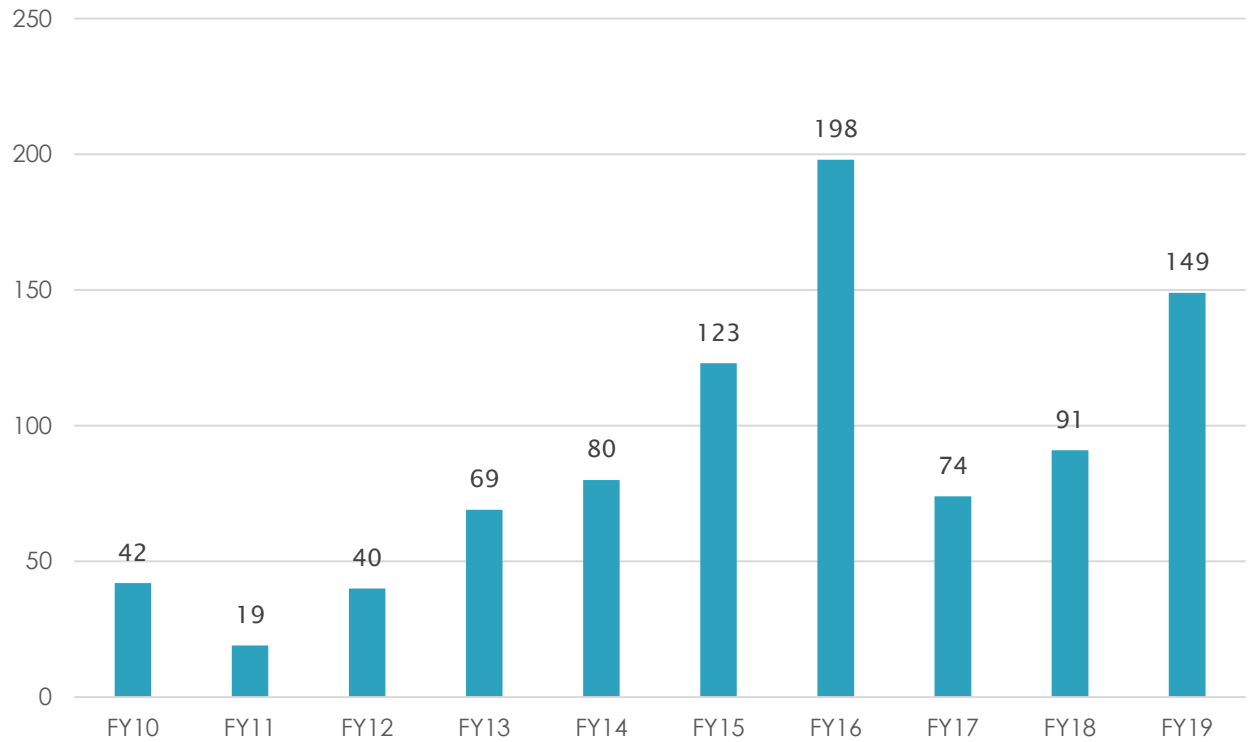
BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

AFFORDABLE HOUSING PRESERVATION AND PRODUCTION SUMMARY (TOTAL CUMULATIVE UNITS)

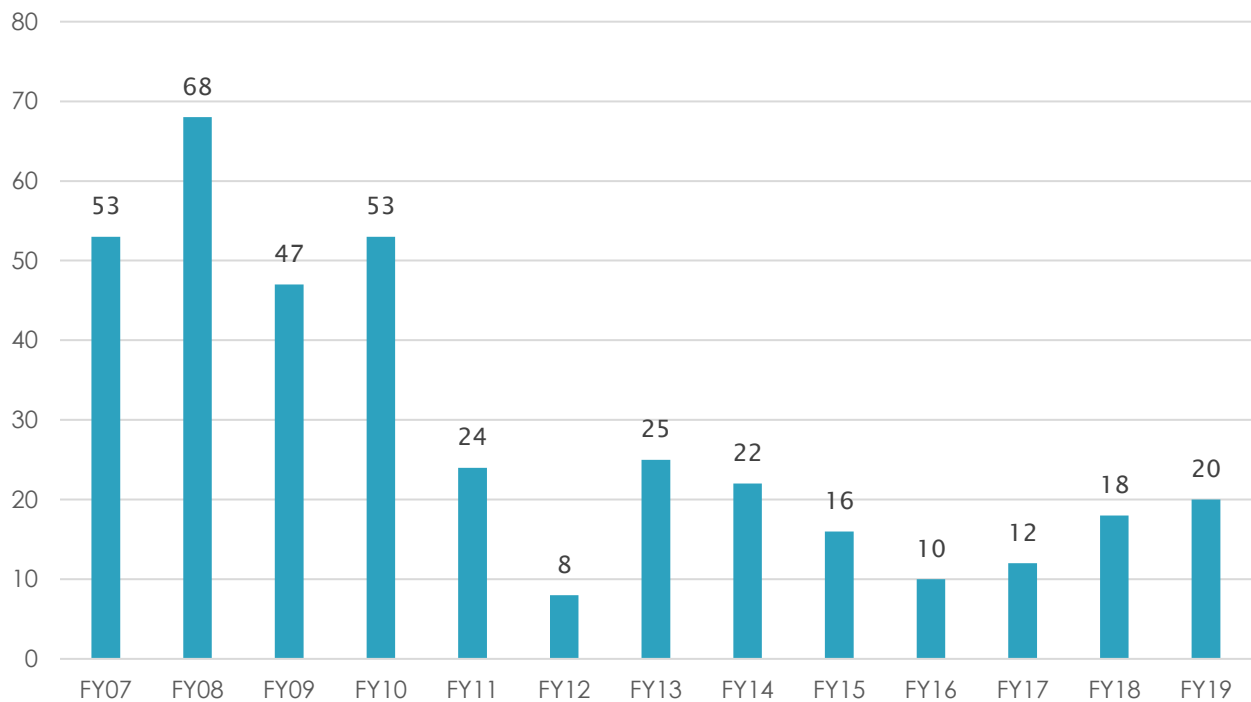


BENCHMARKS – COMMUNITY MAINTENANCE AND DEVELOPMENT

NEWLY HOUSED APPLICANTS – INCLUSIONARY RENTAL HOUSING



PURCHASERS OF CITY-ASSISTED HOMES



BENCHMARKS – HUMAN RESOURCE DEVELOPMENT

FY19 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	5,268	28,140	749,636	17	101,089	52,875	\$524.80
Brookline	7,808	37,040	1,090,175	18	155,581	115,364	\$580.36
Cambridge	12,997	73,163	1,683,119	15	197,665	145,171	\$886.01
Lexington	3,250	31,301	900,473	27	100,136	90,084	\$902.84
Newton	3,400	48,025	1,569,808	18	157,274	198,085	\$1,818.75
Quincy	7,150	32,234	776,387	8	51,041	30,638	\$501.87
Somerville	7,729	22,663	394,531	5	65,833	36,220	\$365.76
Waltham	3,412	29,417	450,361	7	54,730	58,110	\$944.72
Watertown	3,483	26,401	685,036	20	70,097	55,390	\$903.02
Wellesley	7,134	36,358	782,598	27	65,872	130,735	\$418.98
Worcester	10,022	25,048	823,582	4	53,794	84,713	\$714.06
AVERAGE	6,514	35,435	900,519	15	97,556	90,671	\$778.29

HUMAN SERVICE PROGRAM STATS

- Each year, approximately 800 students attend classes at the Community Learning Center – the City’s adult basic education provider – to improve their English skills, prepare to earn a high school equivalency credential, or increase the skills necessary to successfully enroll in post-secondary education.
- Last summer, over 50% of Cambridge’s youth ages 14-17 were employed through the Mayor’s Summer Youth Employment Program and through Human Services’ Recreation Division. These programs provide 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 222 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, computer, networking, and interview skills.
- The City leads and coordinates the Cambridge Continuum of Care, a comprehensive network of 61 individual programs from 30 organizations that work to create and enhance systems to meet the needs of the City’s homeless population.
- Each year, the Center for Families serves over 750 families with children under the age of eight by providing strength-based parent education, parent/child literacy activities and other programming that support families in reaching their full potential. Families receive intensive parent support through the Baby University Program each year, where over 35 parents of children four and under participate in a 14-week series of workshops, playgroups, and home visits. More than 150 parents participate each year as program alumni in ongoing home visits, workshops, field trips and family events.

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
GENERAL GOVERNMENT				
CITY CLERK				
Administrative Coordinator	0	1	1	0
Business Production Analyst/Project Manager	1	0	0	0
City Clerk	1	1	1	0
Deputy City Clerk	1	1	1	0
Office Manager	0	1	1	0
Operations Manager	1	0	0	0
Principal Clerk	5	5	5	0
System Administrator	0	1	1	0
Vital Records Supervisor	1	0	0	0
TOTAL	10	10	10	0
CITY COUNCIL				
Administrative Project Assistant	1	1	1	0
Executive Assistant to City Council	1	1	1	0
TOTAL	2	2	2	0
ELECTION COMMISSION				
Assistant Director	1	1	1	0
Election Commissioner	4	4	4	0
Executive Director	1	1	1	0
Operations Manager	1	1	1	0
Senior Clerk & Typist	2	2	2	0
TOTAL	9	9	9	0
EXECUTIVE				
Administrative Coordinator	0	1	1	0
Assistant to City Manager	1	2	2	0
Assistant to City Manager/Community relations	0	1	1	0
City Manager	1	1	1	0
Communications & Community Relations Director	1	0	0	0
Communications & 311/CRM Director	0	1	1	0
Customer Relationship Program Manager	1	0	0	0
Deputy City Manager	1	1	1	0
Director of Equity and Inclusion	1	1	1	0
Domestic & Gender-Based Violence Prevention Coord.	1	1	1	0
Executive Assistant to City Manager	2	1	1	0
City Manager's Housing Liaison	1	1	1	0
Office Manager	1	0	0	0
Manager of Planning and Operations	0	1	1	0
Planning & Transportation Demand Management Officer	1	1	1	0
311/CRM Project Manager/ Business Analyst	0	1	1	0
Public Information Officer	1	1	1	0
Senior Management Analyst	1	0	0	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
TOTAL	14	15	15	0
FINANCE				
Administration - Assistant City Manager for Fiscal Affairs	1	1	1	0
Assessing - Administrative Assistant	1	1	1	0
Assessing - Assessment Analyst	2	1	1	0
Assessing - Assessor	1	0	0	0
Assessing - Assistant to Board of Assessors	1	1	1	0
Assessing - Commercial Appraiser	1	1	1	0
Assessing - Commercial Assessor	1	1	1	0
Assessing - Cust. Service Representative/Deed Specialist	1	1	1	0
Assessing - Customer Service Supervisor	1	1	1	0
Assessing - Deputy Director/Assessor	0	1	1	0
Assessing - Director of Assessment	1	1	1	0
Assessing - Manager of Assessing Operations	1	1	1	0
Assessing - Property Lister/ Data Collector	0	1	1	0
Assessing - Senior Assistant Assessor	1	1	1	0
Assessing - Senior Asst. Assessor for Field Operations	1	1	1	0
Auditing - Account Clerk	1	0	0	0
Auditing - Account/Financial Reporting Analyst	1	1	1	0
Auditing - Assistant City Auditor	0	1	1	0
Auditing - Auditing Analyst	1	1	1	0
Auditing - City Auditor	1	1	1	0
Auditing - Financial Analyst	1	0	0	0
Auditing - General Ledger Accountant	1	0	0	0
Auditing - Principal Accounting Financial Analyst	0	1	1	0
Auditing - Senior Account Clerk	2	3	3	0
Budget - Budget Director	1	1	1	0
Budget - Deputy Budget Director	0	1	1	0
Budget - Principal Budget Analyst	3	2	2	0
General Services - Machine Operator	1	1	1	0
General Services - Supervisor of Printing	1	0	0	0
IT - Assistant Director of IT Administration	1	1	1	0
IT - Assistant Director of IT Infrastructure	1	1	1	0
IT - Audio Visual Technician	1	1	1	0
IT - Building Security Engineer	1	1	1	0
IT - Business Analyst/Project Manager	3	3	3	0
IT - Chief Information Officer	1	1	1	0
IT - Database Administrator	1	1	1	0
IT - Data Analytics & Open Data Program Manager	0	1	1	0
IT - Enterprise Applications Specialist	2	2	2	0
IT - Geographic Information Systems (GIS) Manager	1	1	1	0
IT - GIS Programmer Analyst	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
IT - GIS Technical Specialist	1	1	1	0
IT - MIS Project Manager	1	1	1	0
IT - Network Engineer	1	1	1	0
IT - Network Manager	1	1	1	0
IT - Open Data Program Manager	1	0	0	0
IT - Senior Programmer/System Analyst	1	1	1	0
IT - Systems Administration Manager	1	1	1	0
IT - Systems Administrator	3	3	3	0
IT - Technical Support Specialist	5	5	5	0
IT - Technical Support Supervisor	1	1	1	0
IT - Technology Training Coordinator	1	1	1	0
IT - Web Content Specialist	1	0	0	0
IT - Project Portfolio Manager	0	1	1	0
IT- Web Designer	1	1	1	0
IT - Web Developer	1	1	1	0
IT - Web Manager	1	1	1	0
Personnel - Account Coordinator	1	1	1	0
Personnel - Administrative Assistant	1	1	1	0
Personnel - Assistant Director of HR Administration	1	0	0	0
Personnel - Deputy Director Personnel	0	1	1	0
Personnel - Assistant Director of HR Development	1	1	1	0
Personnel - Benefits & Compensation Manager	1	1	1	0
Personnel - Business Process Analyst	1	1	1	0
Personnel - Employee Benefits Services Rep.	1	1	1	0
Personnel - Employment Resource Specialist	1	1	1	0
Personnel - Labor Services Analyst	1	1	1	0
Personnel - Personnel Director	1	1	1	0
Personnel - Personnel Specialist	1	1	1	0
Personnel - Training & Staff Development Manager	1	0	0	0
Personnel – Asst. Dir. of Learning and Development	0	1	1	0
Personnel - Workers' Compensation Claims Manager	1	1	1	0
Purchasing - Administrative Assistant	1	1	1	0
Purchasing - Assistant Purchasing Agent	2	2	2	0
Purchasing – Buyer	3	3	3	0
Purchasing - Construction & Sustainability Specialist	1	1	1	0
Purchasing - Purchasing Agent	1	1	1	0
Revenue - Administrative Assistant	2	2	2	0
Revenue - Assistant Finance Director	1	1	1	0
Revenue – Assistant Manager of Collections	0	1	1	0
Revenue - Cashier Coordinator	1	1	1	0
Revenue - Customer Service Supervisor	1	1	1	0
Revenue – Cust. Service Supervisor & Tax Title Liaison	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Revenue – Customer Support Representative	0	1	1	0
Revenue – Fiscal Affairs Analyst	1	1	1	0
Revenue – Finance Revenue Analyst	1	1	1	0
Revenue - Manager of Collections	1	1	1	0
Revenue - Senior Account Clerk	1	1	1	0
Treasury - Business Production Analyst/Proj. Mngr.	1	1	1	0
Treasury - Cash Reconciliation Analyst	1	1	1	0
Treasury - Director of Payroll	1	1	1	0
Treasury - Project/Cash Manager	1	1	1	0
Treasury - Senior Account Clerk	2	2	2	0
TOTAL	99	100	100	0
LAW				
Administrative Assistant	2	2	2	0
Assistant City Solicitor	6	6	6	0
City Solicitor	1	1	1	0
Deputy City Solicitor	1	1	1	0
First Assistant City Solicitor	1	1	1	0
Office Manager	1	1	1	0
Public Records Access Officer	1	1	1	0
TOTAL	13	13	13	0
MAYOR				
Assistant to Mayor	1	0	0	0
Chief of Staff	1	1	1	0
Deputy Chief of Staff	1	0	0	0
Director of Constituent Services	1	1	1	0
Education Liaison	1	1	1	0
Executive Assistant to the Mayor	1	2	2	0
TOTAL	6	5	5	0
PUBLIC CELEBRATIONS				
Arts Council Director	1	1	1	0
Community Arts Administrator	1	1	1	0
Community Arts Director	1	1	1	0
Public Art Administrator	1	1	1	0
Public Art Programming Director	1	1	1	0
TOTAL	5	5	5	0
PUBLIC SAFETY				
ANIMAL COMMISSION				
Animal Commission Director	1	1	1	0
Animal Control Officer	2	4	4	0
Animal Control Program Administrator	1	0	0	0
TOTAL	4	5	5	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
ELECTRICAL				
Administrative Assistant	1	1	1	0
Assistant City Electrician	1	1	1	0
City Electrician	1	1	1	0
Electrician	8	8	8	0
Electrician Coordinator	2	2	2	0
Senior Electrical Manager	1	1	1	0
TOTAL	14	14	14	0
EMERGENCY COMMUNICATIONS				
Administrative Coordinator	1	1	1	0
Application & Database Manager	1	1	1	0
Assistant Director of Operations	0	1	1	0
Assistant Director of Public Safety IT	1	1	1	0
Assistant Director of Training & Administration	1	1	1	0
Chief of Operations	1	0	0	0
Emergency Communications Director	1	1	1	0
Emergency Communications Supervisor	7	7	7	0
Emergency Telecommunications Dispatcher	28	31	31	0
Enterprise Applications Specialist	1	1	1	0
Fire Alarm Operator	1	0	0	0
Infrastructure Manager	1	1	1	0
Manager of Public Safety Technical Support	1	1	1	0
Public Safety Technical Support Specialist	2	3	3	0
Radio Telecommunications Manager	1	1	1	0
Radio Telecommunications Senior Systems Administrator	1	1	1	0
Systems Administrator	1	1	1	0
Technical Support Specialist	1	0	0	0
TOTAL	51	53	53	0
FIRE				
Administrative Assistant	2	2	2	0
Administrative Officer	2	2	2	0
Budget Analyst	1	1	1	0
Fire Apparatus Repairperson	2	2	2	0
Fire Captain	17	17	17	0
Fire Chief	1	1	1	0
Fire Deputy Chief	11	13	13	0
Fire Fighter	194	194	194	0
Fire Lieutenant	51	51	51	0
Fiscal Manager	1	1	1	0
Payroll Analyst	1	1	1	0
TOTAL	283	285	285	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
INSPECTIONAL SERVICES				
Administrative Assistant	5	5	5	0
Assistant Commissioner	1	1	1	0
Building Inspector	6	7	7	0
Code Inspector	1	1	1	0
Commissioner	1	1	1	0
Manager of ISD Operations	1	1	1	0
Plumbing & Gas Inspector	2	2	2	0
Records Coordinator	1	1	1	0
Sanitary/Housing Inspector	6	5	5	0
Senior Building Inspector	1	1	1	0
Wire Inspector	2	2	2	0
Zoning Specialist	1	1	1	0
Associate Zoning Specialist	0	1	1	0
Weights and Measures – Sealer	1	0	0	0
TOTAL	29	29	29	0
LICENSE COMMISSION				
Administrative Assistant	3	3	3	0
Assistant License Investigator	1	1	1	0
Business Production Analyst/Project Analyst	1	1	1	0
Chief Licensing Investigator	1	1	1	0
Consumer Information Specialist	1	1	1	0
Director of Consumer’s Council	1	1	1	0
Executive Director	1	1	1	0
License Commission Chair	1	1	1	0
Office Manager	1	1	1	0
TOTAL	11	11	11	0
POLICE				
Account Clerk	1	1	1	0
Assistant Fiscal Director	1	0	0	0
Assistant Fleet Manager	1	1	1	0
Chief of Professional Standards	1	1	1	0
Child Psychologist	1	0	0	0
Clerk	5	4	4	0
Crime Analyst	2	2	2	0
Deputy Superintendent	7	7	7	0
Director of Communications & Media Relations	1	1	1	0
Director of Outreach & Community Programming	1	1	1	0
Director of Clinical Support Services	0	1	1	0
Director of Planning, Budget and Personnel	1	1	1	0
Domestic Violence Program Assistant	1	1	1	0
Executive Assistant	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Facility Manager	1	1	1	0
Fiscal Affairs Analyst	0	1	1	0
Fleet Manager	1	1	1	0
Forensic Identification Specialist	1	1	1	0
Junior Accountant	1	0	0	0
Latent Fingerprint Examiner	1	1	1	0
Licensed Social Worker	1	1	1	0
Motor Equipment Repairperson	1	1	1	0
Payroll Coordinator	1	1	1	0
Personnel Analyst	1	0	0	0
Police Commissioner	1	1	1	0
Police Lieutenant	17	19	19	0
Police Mechanic	1	1	1	0
Police Officer	221	221	221	0
Police Sergeant	34	38	38	0
Police Superintendent	2	2	2	0
Principal Personnel Analyst	0	1	1	0
Procedural Justice Informatics Analyst	0	1	1	0
Property Clerk	2	2	2	0
Records Administrator	1	1	1	0
Senior Account Clerk	1	3	3	0
Senior Clerk & Typist	2	2	2	0
Senior Crime Analyst	1	1	1	0
Social Worker	1	1	1	0
Special Legal Assistant	1	0	0	0
Strategic Analysis Coordinator	1	1	1	0
Student Intern	3	3	3	0
Training Coordinator	1	1	1	0
TOTAL	323	329	329	0
TRAFFIC PARKING & TRANSPORTATION				
Administrative Assistant	3	3	3	0
Administrative Hearings Officer	1	1	1	0
Assistant Director for Parking Management	1	1	1	0
Assistant Director for Street Management	1	1	1	0
Assistant Parking Services Manager for Operations	1	1	1	0
Assistant Parking Services Manager for Systems	1	1	1	0
Communications Manager	1	1	1	0
Director of Traffic, Parking & Transportation	1	1	1	0
Engineering Manager	1	1	1	0
Engineering Technician	1	1	1	0
Fiscal & Administrative Manager	1	1	1	0
Operational Foreperson	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Parking Control Officer	34	33	33	0
Parking Control Officer Assistant Supervisor	1	1	1	0
Parking Control Supervisor	2	2	2	0
Parking Enforcement Manager	1	1	1	0
Parking Services Manager	1	1	1	0
Parking Ticket Analyst	1	1	1	0
Parking Violation Cashier	6	6	6	0
Senior Storekeeper	1	1	1	0
Street Occupancy Permit Cashier	0	1	1	0
Street Permit Coordinator	1	1	1	0
Technology Project Manager	1	1	1	0
Traffic Engineer	2	2	2	0
Traffic Investigator	1	1	1	0
Traffic Maintenance Worker	13	12	12	0
Transportation Planner	1	1	1	0
Working Foreperson	5	6	6	0
Total	85	85	85	0
COMMUNITY MAINTENANCE AND DEVELOPMENT				
CABLE TELEVISION				
Administrative Assistant	1	0	0	0
Associate Producer	1	1	1	0
Director of Cable Television	1	1	1	0
Master Control Operator	1	1	1	0
Videotape Editor	1	1	1	0
TOTAL	5	4	4	0
COMMUNITY DEVELOPMENT				
Administrative Assistant	4	5	5	0
Asst. City Manager for Community Development	1	1	1	0
Assistant Planner	5	3	3	0
Associate Planner	11	13	13	0
Business Production Analyst	1	1	1	0
Chief Fiscal Officer	1	1	1	0
Communications Manager	1	1	1	0
Community Energy Outreach Manager	1	1	1	0
Community Engagement Manager	0	1	1	0
Deputy Director	2	2	2	0
Director of Community Planning	1	1	1	0
Director of Economic Development	1	1	1	0
Director of Environment & Transportation	1	1	1	0
Director of Housing	1	1	1	0
Director of Zoning	0	1	1	0
Environment Program Manager	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Executive Assistant to the Assistant City Manager	1	1	1	0
Federal Grants Manager	1	1	1	0
First-Time Homebuyer Coordinator	1	1	1	0
GIS Specialist	1	1	1	0
Project Planner	14	15	15	0
Receptionist	1	0	0	0
Senior Account Clerk	1	1	1	0
Senior Manager Zoning & Development	1	1	1	0
Senior Project Manager	3	4	4	0
Sustainability Planner	1	0	0	0
Urban Designer	1	1	1	0
TOTAL	58	61	61	0
HISTORICAL COMMISSION				
Archivist	1	1	1	0
Assistant Director	1	1	1	0
Executive Director	1	1	1	0
Preservation Administrator	1	1	1	0
Preservation Planner	1	1	1	0
Survey Director	0	1	1	0
TOTAL	5	6	6	0
PEACE COMMISSION				
Executive Director	1	1	1	0
TOTAL	1	1	1	0
PUBLIC WORKS				
Admin. - Accounting Manager	1	1	1	0
Admin. - Accounts Analyst	1	1	1	0
Admin. - Administrative Assistant	1	2	2	0
Admin. - Asst. Commissioner for Administration	1	1	1	0
Admin. - Commissioner of Public Works	1	1	1	0
Admin. - Community Relations Manager	1	1	1	0
Admin. - Deputy Commissioner of Public Works	1	1	1	0
Admin - Energy & Sustainability Analyst	0	1	1	0
Admin. - Fiscal Director	1	1	1	0
Admin. - Fiscal Project Manager	1	1	1	0
Admin. - Human Resources Manager	1	1	1	0
Admin. - Information Systems Manager	1	1	1	0
Admin. - Operations Manager	1	1	1	0
Admin - Operations Assistant	0	1	1	0
Admin - Operations Asst/Administration	0	1	1	0
Admin. - Payroll Analyst	1	0	0	0
Admin. - Personnel Analyst	0	1	1	0
Admin. - Project Administrator	1	0	0	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Admin. - Project Manager Contracts	0	1	1	0
Admin. - Records Administrator	3	3	3	0
Admin. - Safety Officer	1	1	1	0
Admin. - Senior Administrator	0	2	2	0
Admin. - Technical Support Specialist	0	1	1	0
Buildings - Administrative Assistant	1	0	0	0
Buildings - Assistant Superintendent of Buildings	1	1	1	0
Buildings - Building Services Administrator	0	1	1	0
Buildings - Buildings Services Manager	1	1	1	0
Buildings - Carpenter	3	3	3	0
Buildings - Facilities Manager	1	1	1	0
Buildings - HVAC Technician	3	3	3	0
Buildings - Laborer	10	5	6	1
Buildings - Municipal Facilities Project Manager	0	1	1	0
Buildings - Painter	2	2	2	0
Buildings - Plumber	2	2	2	0
Buildings - Project Administrator	1	0	0	0
Buildings - Project Manager	1	0	0	0
Buildings - Projects Coordinator	1	1	1	0
Buildings - Senior Laborer	8	13	13	0
Buildings - Superintendent of Buildings	1	1	1	0
Buildings - Supervisor	1	1	1	0
Buildings - Supervisor of Building Systems	1	1	1	0
Buildings - Working Foreperson	6	6	6	0
Cemetery - Administrative Assistant	1	1	1	0
Cemetery - Cemetery Maintenance Craftsperson	2	2	2	0
Cemetery - Laborer	3	3	3	0
Cemetery - Motor Equipment Operator	1	1	1	0
Cemetery - Superintendent of Cemeteries	1	1	1	0
Cemetery - Working Foreperson	1	1	1	0
Cemetery - Working Supervisor	1	1	1	0
Engineering - Asst. Commissioner for Engineering	1	1	1	0
Engineering - Clerk of the Works	2	2	2	0
Engineering - Conservation Commission Director	1	1	1	0
Engineering - Co-op Student	2	2	1	-1
Engineering - Dir. of Engineering Services/Sewers	1	1	1	0
Engineering - Engineer	4	4	4	0
Engineering - Engineering Inspector	0	2	2	0
Engineering - GIS Specialist	1	1	1	0
Engineering - Project Administrator	1	0	0	0
Engineering - Project Manager	3	3	3	0
Engineering - Senior Engineer	2	2	2	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Engineering - Sewer Use Compliance Officer	1	0	0	0
Engineering - Supervising Engineer	1	1	1	0
Engineering - Wastewater Compliance Officer	1	0	0	0
Off Hours - Laborer	1	1	1	0
Off Hours - Motor Equipment Operator	3	3	3	0
Off Hours - Supervisor	2	2	2	0
Off Hours - Utility Cover & Catch Basin Builder	1	1	1	0
Off Hours - Working Foreperson	1	1	1	0
Off Hours - Working Supervisor	2	2	2	0
Parks - Assistant Parks Superintendent	1	1	1	0
Parks - Gardener	1	1	1	0
Parks - Laborer	4	4	3	-1
Parks - Landscape Administrator	1	1	1	0
Parks - Motor Equipment Operator	3	3	3	0
Parks - Parks Maintenance Craftsperson	10	10	11	1
Parks - Project Administrator	1	1	1	0
Parks - Superintendent of Parks	1	1	1	0
Parks - Supervisor	3	3	3	0
Parks - Working Foreperson	3	3	3	0
Parks - Working Supervisor	1	1	1	0
Recycling - Compliance Officer	1	1	2	1
Recycling - Director of Recycling	1	1	1	0
Recycling - Operations Assistant/ Solid Waste	1	1	1	0
Recycling - Recycling Program Manager	1	1	1	0
Recycling - Refuse & Parks Inspector	1	1	0	-1
Recycling - Waste Reduction Program Manager	1	1	1	0
Rubbish - Environmental Services Manager	1	1	1	0
Rubbish - Laborer	7	9	8	-1
Rubbish - Motor Equipment Operator	17	17	19	2
Rubbish - Supervisor	1	1	1	0
Rubbish - Working Foreperson	1	1	1	0
Sewers - Co-op Student	1	1	2	1
Sewers - Senior Wastewater/Hydraulic Engineer	1	1	1	0
Sewers - Sewer Cleaner	4	4	4	0
Sewers - Sewer System Maintenance Supervisor	1	1	1	0
Sewers - Supervising Engineer	1	1	1	0
Streets - Administrative Assistant	1	1	1	0
Streets - Compliance Officer	1	1	1	0
Streets - Construction/Utility Inspector	2	2	2	0
Streets - Highway Maintenance Worker	6	6	7	1
Streets - Laborer	9	8	8	0
Streets - Motor Equipment Operator	18	18	16	-2

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Streets - Permit Coordinator	1	1	1	0
Streets - Superintendent of Streets & Bridges	1	1	1	0
Streets - Supervisor	1	1	1	0
Streets - Supervisor of Solid Waste Operations	1	1	1	0
Streets - Working Foreperson	3	3	2	-1
Urban Forestry – Assistant Arborist	0	1	1	0
Urban Forestry - City Arborist	2	1	1	0
Urban Forestry - Forestry Worker	2	2	2	0
Urban Forestry - Motor Equipment Operator	1	1	1	0
Urban Forestry - Supervisor	1	1	1	0
Urban Forestry - Superintendent of Urban Forestry & Landscaping	0	1	1	0
Urban Forestry - Tree Climber	2	2	2	0
Urban Forestry - Working Supervisor	2	2	2	0
Vehicles - Fleet Manager	0	1	1	0
Vehicles - Lead MER Worker	0	1	1	0
Vehicles - Master Mechanic	1	1	1	0
Vehicles - Motor Equipment Repairperson	5	4	4	0
Vehicles - Working Foreperson	1	1	1	0
TOTAL	235	242	242	0
WATER				
Administrative Assistant	1	0	0	0
Administrative & Fiscal Operations Manager	1	1	1	0
Assistant Distribution Manager	2	2	2	0
Chief Ranger	1	1	1	0
Construction Inspector	2	2	2	0
Cross Connection Supervisor	1	1	1	0
Customer Service Specialist	0	1	1	0
Director of Administration	1	1	1	0
Director of Distribution & Engineering	1	1	1	0
Director of Water Operations	1	1	1	0
Engineer	1	1	1	0
Facilities Manager	1	1	1	0
Fiscal Coordinator	1	1	1	0
Instrumentation & Maintenance Manager	1	1	1	0
Inventory Control Specialist	1	1	1	0
Junior Motor Equipment Repairperson	0	1	1	0
Manager of Engineering	1	1	1	0
Managing Director	1	1	1	0
Meter Technician	1	1	1	0
Meter Technician Supervisor	1	1	1	0
Motor Equipment Operator	4	4	4	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Motor Equipment Repairperson	1	1	1	0
Plant Operations Team Leader	4	4	4	0
Plant Operator	4	4	4	0
Production Manager	1	1	1	0
Project Administrator	0	1	1	0
Ranger	0	1	1	0
Reservoir Caretaker	2	2	2	0
Reservoir System Manager	1	1	1	0
Water Quality Supervisor	3	3	3	0
Water System Maintenance Craftsperson	8	8	8	0
Watershed Manager	1	1	1	0
Watershed Supervisor	1	1	1	0
Working Supervisor	5	5	5	0
TOTAL	55	58	58	0
HUMAN RESOURCE DEVELOPMENT				
COMMISSION ON THE STATUS OF WOMEN				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
TOTAL	2	2	2	0
HUMAN RIGHTS COMMISSION				
Executive Director	1	1	1	0
Project Coordinator	1	1	1	0
TOTAL	2	2	2	0
HUMAN SERVICES				
Admin. - Administrative Assistant	4	3	3	0
Admin. - Agenda for Children Activities Coord.	1	1	1	0
Admin. - Agenda for Children Coord. for Literacy	1	1	1	0
Admin. - Asst. City Manager for Human Services	1	1	1	0
Admin. - Assistant Director for Administration	1	1	1	0
Admin. - Asst. Director for Adult & Family Services	1	1	1	0
Admin. - Asst. Dir. for Children, Youth & Family Services	1	1	1	0
Admin. - Children & Youth Services Planner	1	1	1	0
Admin. - Communications Manager	0	1	1	0
Admin. - Disabilities Commission Executive Director	1	1	1	0
Admin. - Disability Project Coordinator	1	1	1	0
Admin. - Early Childhood Director	1	1	1	0
Admin. - Executive Project Assistant	0	1	1	0
Admin. - Family Policy Council Executive Director	1	1	1	0
Admin. - Find It! Manager	1	1	1	0
Admin. - Inclusion Services Manager	1	1	1	0
Admin. - Inclusion Specialist	1	1	1	0
Admin. - IT System Administrator	1	1	1	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Admin. - King Open Assistant Program Manager	1	1	1	0
Admin. - Office of College Success Coordinator	1	1	1	0
Admin. - Operations Manager	1	1	1	0
Admin. - Personnel Administrator & Fuel Director	1	1	1	0
Admin. - Preschool Director/Windsor	1	1	1	0
Admin. - Preschool Teacher	2	3	3	0
Admin. - Program Quality Specialist	2	1	1	0
Admin. - Project Coordinator	1	1	1	0
Admin. - Senior Account Clerk	3	3	3	0
Admin. - Systems Coordinator	1	1	1	0
Admin. - STEAM Coordinator	1	1	1	0
Admin. - STEAM Quality Coordinator	1	1	1	0
Childcare - Afterschool Manager	1	1	1	0
Childcare - Childcare Coordinator	1	1	1	0
Childcare - Director/Teacher	4	5	4	-1
Childcare - Childcare & Family Services Div. Head	1	1	1	0
Childcare - Head Teacher	8	11	11	1
Childcare - Preschool Manager	1	1	1	0
Childcare - Senior Account Clerk	1	1	1	0
Childcare - Teacher	16	20	21	0
Community Learning Center - Assistant Director	1	1	1	0
Community Learning Center - Asst Dir for Cirr/Staff	0	1	1	0
Community Learning Center - Bilingual Office Aid	1	1	1	0
Community Learning Center - Division Head	1	1	1	0
Community Learning Center - Fiscal Assistant	1	1	1	0
Community Learning Center - Program Assistant	1	2	2	0
Community Learning Center - Teacher	4	1	1	0
Community Schools - Administrative Assistant	1	1	1	0
Community Schools - Director	12	12	12	0
Community Schools - Division Head	1	1	1	0
Community Schools - Program Director	3	3	3	0
Community Schools - Program Manager	2	2	2	0
COA - Activities & Volunteer Coordinator	1	1	1	0
COA - Administrative Assistant	1	1	1	0
COA - Bus Driver	1	1	1	0
COA - Citywide Senior Center Director	1	1	1	0
COA - Director of Client Services	1	1	1	0
COA - Division Head	1	1	1	0
COA - Food Services Manager	1	1	1	0
COA - Intake & Referral Specialist	1	1	1	0
COA - Meals Coordinator	1	1	1	0
COA - North Cambridge Senior Center Director	1	1	1	0

POSITION LIST

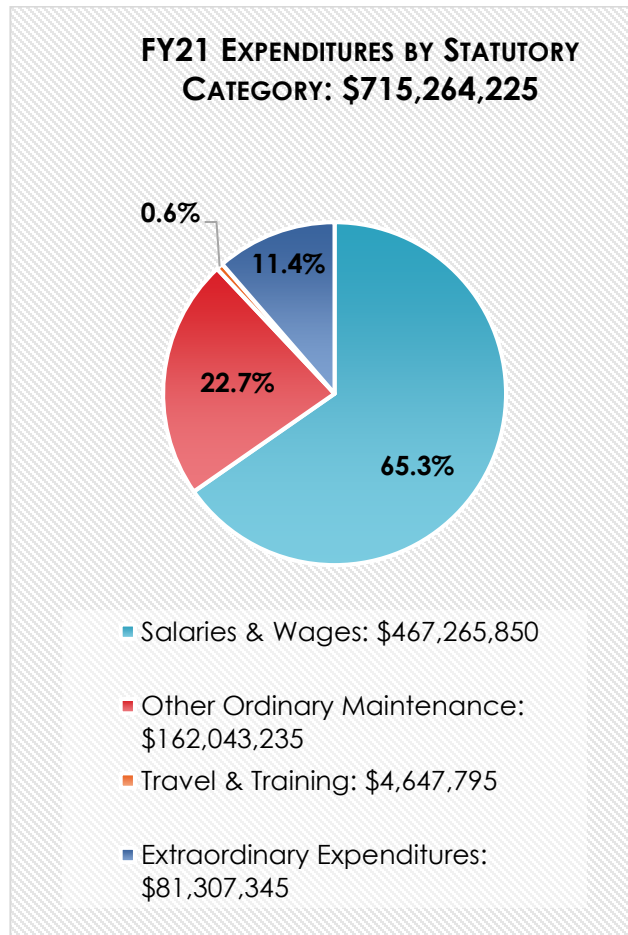
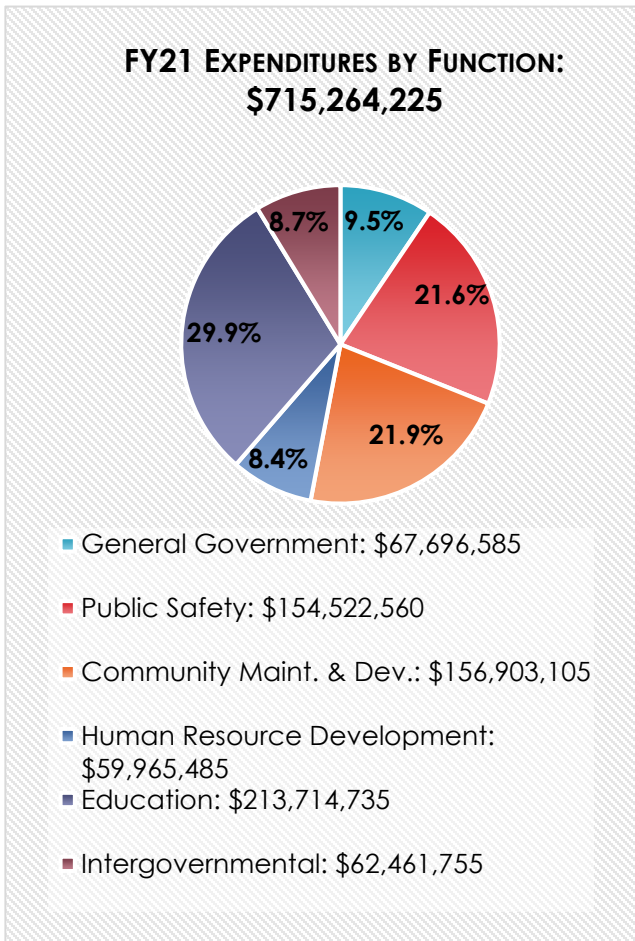
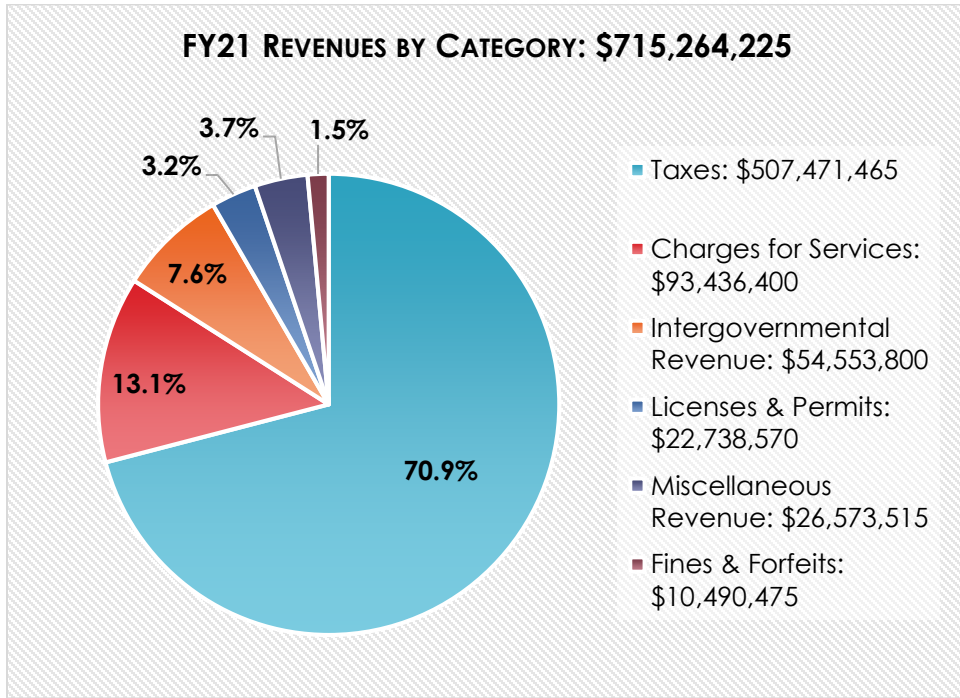
	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
COA - Senior Center Activity Assistant	1	1	1	0
COA - Senior Food Pantry Coordinator	1	1	1	0
Golf - Director	1	1	1	0
Golf - Golf Course Superintendent	1	1	1	0
Golf - Greens Assistant	1	1	1	0
Multi-Service Center - Assistant	1	1	1	0
Multi-Service Center - Case Manager	2	2	2	0
Multi-Service Center - Director	1	1	1	0
Multi-Service Center - Haitian Services Coordinator	1	1	1	0
Multi-Service Center - Housing Specialist	1	1	1	0
Multi-Service Center - Senior Case Manager	1	1	1	0
Multi-Service Center - Senior Clerk & Typist	1	1	1	0
OWD - Adult Employment Director	1	1	1	0
OWD - Career Counseling Coordinator	1	1	1	0
OWD - Career Counselor	1	1	1	0
OWD - Case Manager	1	1	1	0
OWD - Division Head	1	1	1	0
OWD - Employment Coordinator	1	1	1	0
OWD - Employment Services Coordinator	1	1	1	0
OWD - Job Developer	1	1	1	0
OWD - Program Assistant	1	1	1	0
OWD - Senior Job Developer	1	1	1	0
OWD - Senior Youth Programs Manager	1	1	1	0
OWD - Transitional Jobs Coordinator	1	1	1	0
OWD - Youth Services Specialist	1	1	1	0
Planning & Development - HMIS Project Manager	1	1	1	0
Planning & Development - Homelessness Planner	1	1	1	0
Planning & Development - Planner/Contract Mngr.	1	1	1	0
Recreation - Bus Driver	1	1	1	0
Recreation - Center & Aquatics Coordinator	1	1	1	0
Recreation - Aquatics Manager	0	1	1	0
Recreation - Danehy Park Assistant Site Supervisor	3	3	3	0
Recreation - Danehy Park Site Supervisor	1	1	1	0
Recreation - Division Head	1	1	1	0
Recreation - Recreation Center Coordinator	1	1	1	0
Recreation - Recreation Activities Coordinator	1	1	1	0
Youth - Division Head	1	1	1	0
Youth - Middle School Program Coordinator	1	1	1	0
Youth - Program Quality & Training Director	2	2	2	0
Youth - Special Projects Manager	1	1	1	0
Youth - Youth Center Director	5	5	5	0
Youth - Youth Center Program Director	9	9	9	0

POSITION LIST

	FY19 STAFF POSITIONS	FY20 STAFF POSITIONS	FY21 STAFF POSITIONS	FY21 TO FY20 VARIANCE
Youth- Youth Connector	0	1	1	0
TOTAL	163	173	173	0
LIBRARY				
Assistant Director	1	1	1	0
Associate Librarian	1	1	1	0
Associate Manager of Branch Services	0	1	1	0
Branch Manager	5	5	4	-1
Building Custodian	3	2	2	0
Communications Manager	1	1	1	0
Deputy Director	1	1	1	0
Director of Library & Communications	1	1	1	0
Executive Assistant	2	2	2	0
Facilities Manager	1	1	1	0
Graphic Designer	1	1	1	0
Head Custodian	0	1	1	0
Library Assistant	8	8	8	0
Library Associate	5	7	7	0
Library Clerk	2	2	2	0
Literacy Specialist	1	1	1	0
Manager of Adult Services	1	1	1	0
Manager of Borrower Services	1	1	1	0
Manager of Branch Services	1	1	1	0
Manager of Collection Curriculum	1	0	0	0
Manager of Collection Services	1	1	1	0
Manager of Finance & Operations	1	1	1	0
Manager of Innovation & Technology	1	1	1	0
Manager of STEAM	0	1	1	0
Program & Event Coordinator	1	1	1	0
Senior Building Custodian	1	2	2	0
Senior Librarian	8	8	10	2
Senior Technician	2	2	1	-1
Staff Librarian	17	18	18	0
Systems Coordinator	1	1	1	0
TOTAL	70	75	75	0
VETERANS' SERVICES				
Director	1	1	1	0
Deputy Director	0	1	1	0
Manager of Veterans' Benefits & Services	1	0	0	0
TOTAL	2	2	2	0
GRAND TOTAL	1,557	1,596	1,596	0

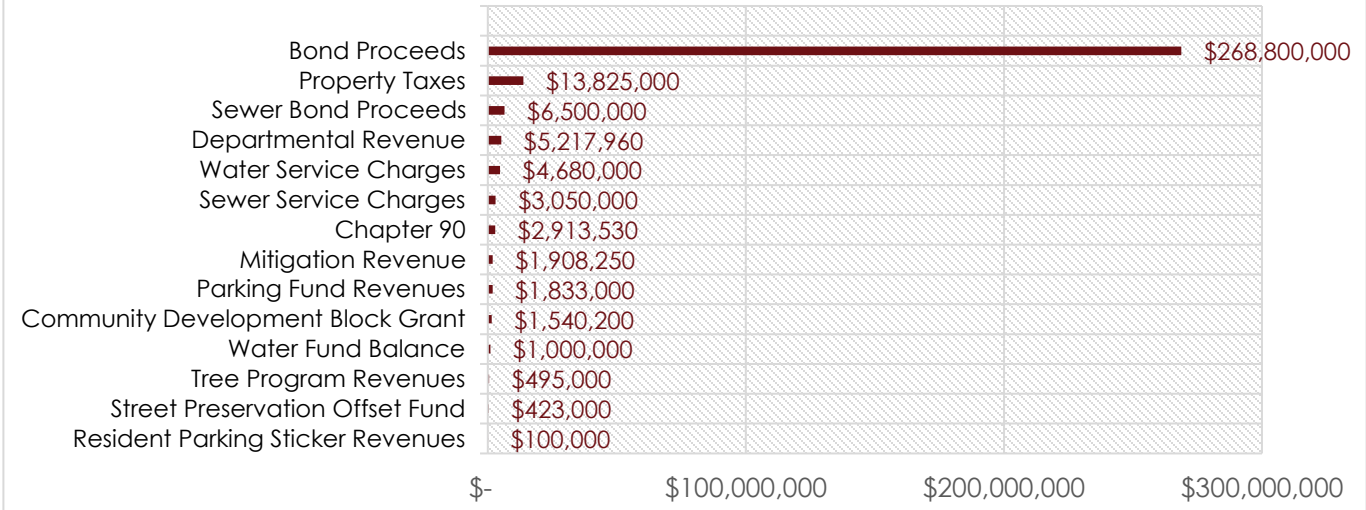
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FINANCIAL SUMMARIES – FY21 OPERATING BUDGET

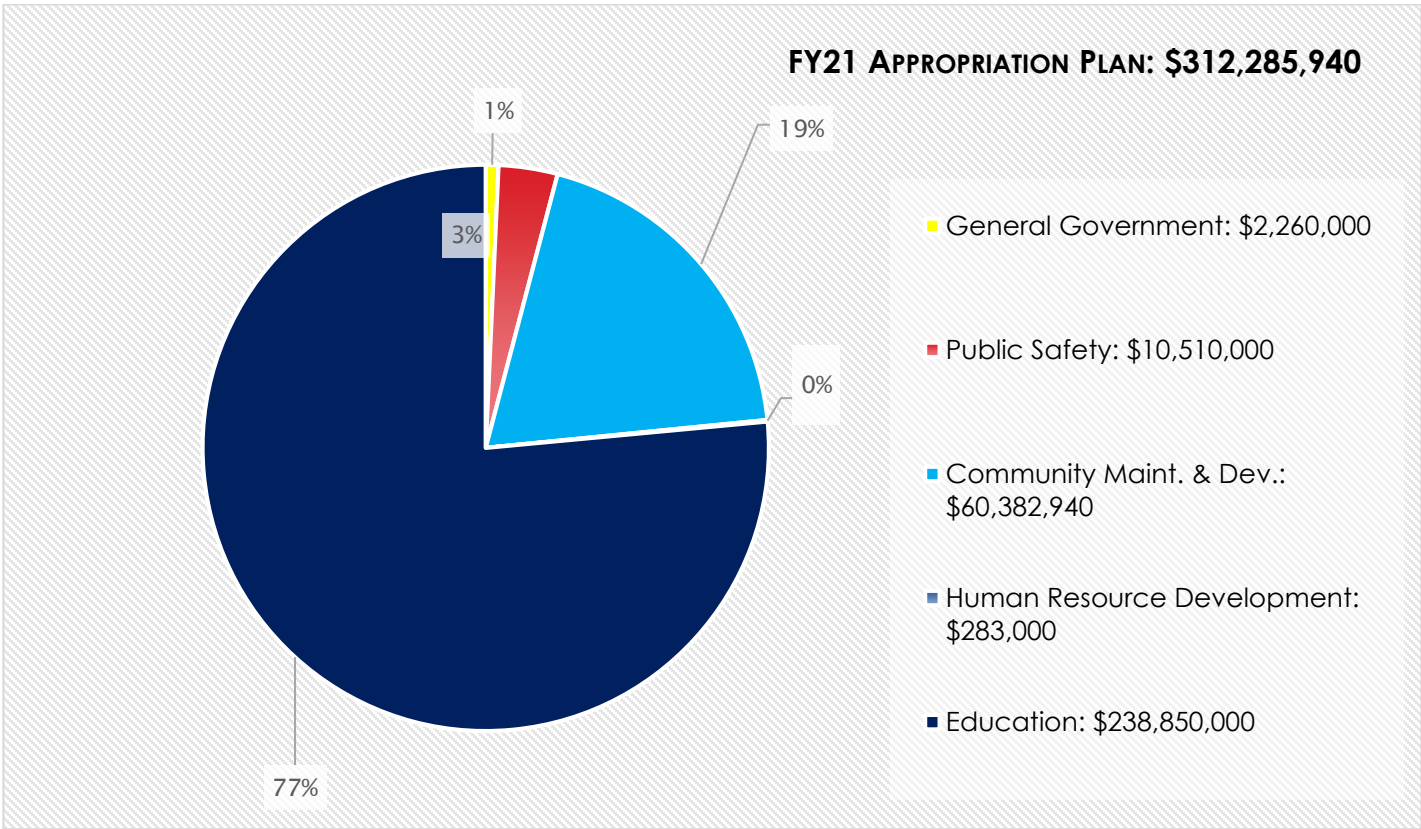


FINANCIAL SUMMARIES – FY21 PUBLIC INVESTMENT BUDGET

FY21 FINANCING PLAN BY SOURCE: \$312,285,940



FY21 APPROPRIATION PLAN: \$312,285,940



BUDGET CALENDAR

<p>DECEMBER 9, 2019</p>	<p>Budget Kickoff Meeting. City Manager briefs department heads and fiscal staff on FY21 budget guidelines.</p>
<p>JANUARY 2020 THROUGH 10 DAYS BEFORE DEPARTMENT HEARING</p>	<p>Departments review and update budget materials:</p> <ul style="list-style-type: none"> • Personnel analysis sheets • FY20 revenue and expenditure projections and FY21 requests • Budget presentation templates • FY21 budget narratives • Goals and FY19 actuals, FY20 projections, and FY21 targets for performance measures <p>All supporting documentation must be submitted to Budget Analyst for preliminary review.</p>
<p>JANUARY 21, 2020 THROUGH MARCH 6, 2020</p>	<p>Formal department presentations to the City Manager. Budget presentation templates need to be finished, along with all supporting documentation, in conjunction with Budget Analyst for final review with Budget Director 72 hours prior to the scheduled meeting. This meeting should be a review to make only minor adjustments.</p>
<p>JANUARY 15, 2020</p>	<p>Deadline for Capital submissions to the Budget Office.</p>
<p>MARCH 9, 2020</p>	<p>Deadline for submission of Key Initiatives and Benchmarks to Budget Office.</p>
<p>MAY 11, 2020</p>	<p>City Manager submits Budget to the City Council.</p>
<p>MAY 26, 2020 THROUGH JUNE 3, 2020</p>	<p>City Council’s Committee on Finance Budget Hearings.</p>
<p>JUNE 15, 2020</p>	<p>Projected budget adoption.</p>
<p>JUNE 25, 2020</p>	<p>Deadline for City Council adoption of FY21 Budget.</p>
<p>JUNE 17, 2020</p>	<p>City Manager’s transmittal of chart of accounts and allotment plan (based on departmental work plans) to City Auditor for execution.</p>
<p>JULY 1, 2020</p>	<p>First day of FY21 Begin execution of FY21 allotment plans.</p>

BUDGET PROCESS

The preparation of the annual budget for the City is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY21 was initiated in November 2019. At that time, Budget Office staff met with the City Manager and Finance Director to update the City's five-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

The budget format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services, where applicable. The emphasis is on further integration of City Council goals. Working within this framework has facilitated the continuing refinement of the budget document. In the FY21 Budget, some goals and measures were eliminated, replaced, and/or expanded, resulting in goals and measures that are more comprehensive, significant, or illustrative of the services and programs provided by City departments.

The City Manager, in his guidelines, asked departments to be mindful of the City's new initiatives and the impacts they will have on the operating budget. All Other Ordinary Maintenance, Travel & Training, and Extraordinary Expenditures lines should remain level funded going into the formal presentation with the City Manager. Departments should make an effort to absorb increasing costs due to contractual terms within their budgets and not knowingly under-budget them. The supplemental request process remained the same, with requests for new or expanded services submitted separately outside of the base budget. The FY21 goal was to submit a budget to the City Council that supports Council priorities and programmatic and operational needs. A particular emphasis has been placed on the Council's goal to ensure the City's budget allocates resources responsibly and responsively.

By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager submitted the FY21 Budget to the City Council on May 11, 2020

The City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests from May 26-June 4, 2020. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days within which to act (by June 25). The City Council is projected to adopt the FY21 Budget on June 15, 2020. The annual budget for FY21 becomes effective July 1, 2020.

BUDGET AMENDMENT PROCESS

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

BASIS OF BUDGETING & ACCOUNTING

BASIS OF BUDGETING

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

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

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

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

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

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

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

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

BASIS OF BUDGETING & ACCOUNTING

BASIS OF ACCOUNTING

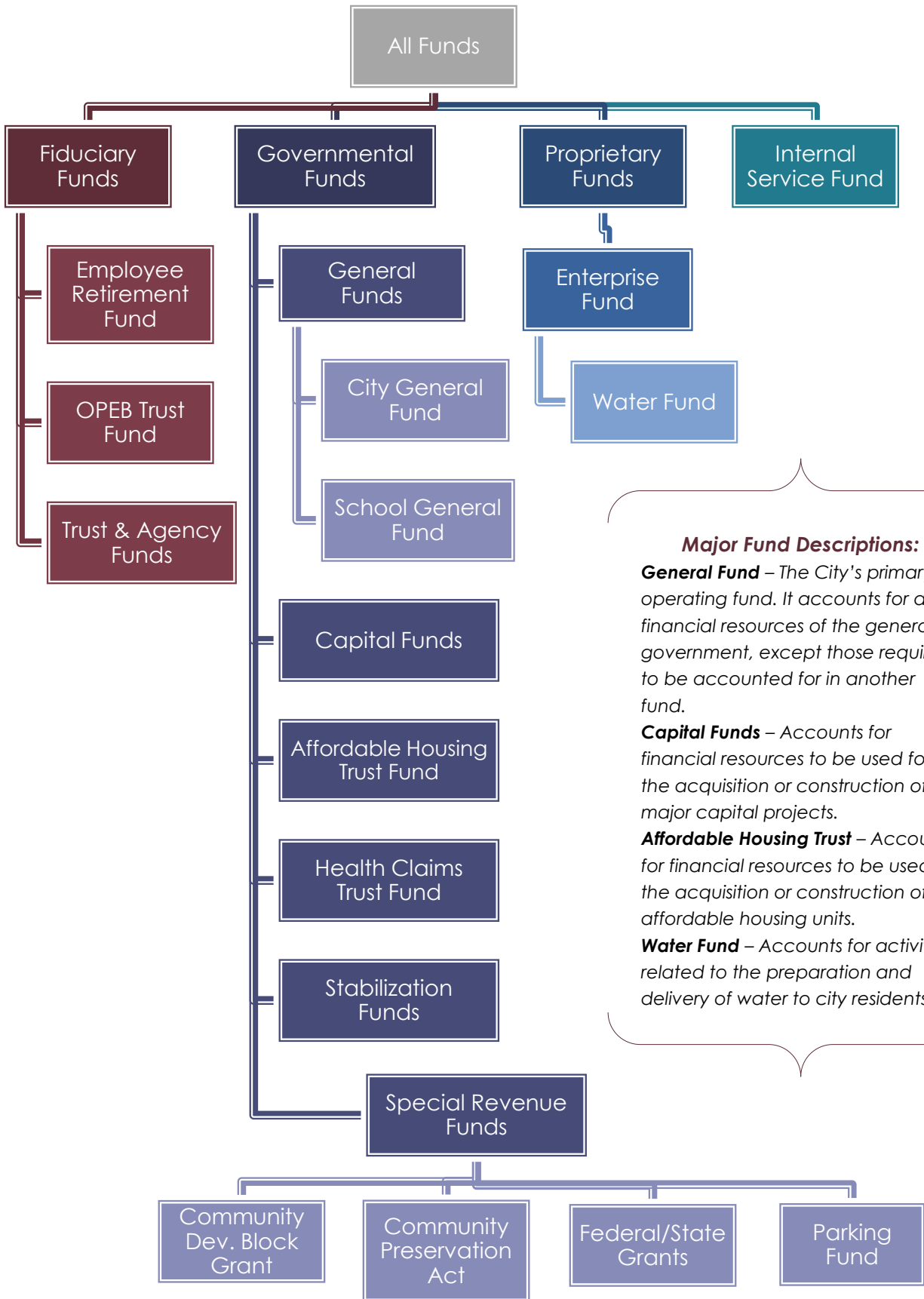
The City prepares its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as established by the Governmental Accounting Standards Board (GASB).

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

There are certain differences in classifications between revenues, expenditures, and transfers. The following reconciliation summarizes the differences between the Basis of Budgeting and the Basis of Accounting for the year ended June 30, 2019.

	REVENUES	EXPENDITURES	OTHER FINANCING SOURCES (USES), NET
AS REPORTED ON A BUDGETARY BASIS	\$607,549,405	\$603,719,536	(\$2,340,783)
Adjustments:			
Revenues to Modified Accrual Basis	\$21,234,319		\$0
Expenditures, Encumbrances, and Accruals (Net)	\$0	(7,753,141)	\$0
On Behalf Contribution for Teachers Pension	\$29,563,326	\$29,563,326	\$0
Reclassifications:			
Premium on Debt Issuance	\$0	\$0	\$100,954
Transfers Not Reported on a Budgetary/GAAP Basis	\$0	\$0	(\$11,485,696)
AS REPORTED ON AN ACCOUNTING BASIS (GAAP)	\$658,347,050	\$625,529,721	(\$13,725,525)

CITY FUND STRUCTURE



DEPARTMENT/FUND RELATIONSHIP

The following chart shows City departments by fund:

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

BUDGET APPROPRIATION

Below is the breakout of the FY21 Budget Appropriation by Fund.

CAPITAL FUND	
Bonded Projects	\$275,300,000
Non-bonded Projects	\$36,985,940
TOTAL CAPITAL FUND	\$312,285,940
GENERAL FUND	
Direct General Fund	\$656,555,160
City Debt Stabilization Fund Transfer	\$7,000,000
Community Development Block Grant Fund Transfer	\$1,060,500
Health Claims Trust Fund Transfer	\$12,500,000
Parking Fund Transfer	\$25,317,325
TOTAL GENERAL FUND	\$702,432,985
WATER FUND	
TOTAL WATER FUND	\$12,831,240
TOTAL BUDGET APPROPRIATED FUNDS	\$1,027,550,165

GRANTS

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

GENERAL GOVERNMENT

- **MA Cultural Council (MCC) - Local Cultural Council Program (\$27,600).** This state grant is used to provide financial grants and technical assistance to artists, arts organizations, and community groups in Cambridge. (Arts Council)
- **MCC - Cultural Investment Portfolio (\$4,120).** This state grant is used to provide general administrative and programming support. (Arts Council)

PUBLIC SAFETY

- **Emergency Management Performance (EMPG) Grant (\$39,600).** Grant provides funds for the purchase of 6 laryngoscopes with a camera attached to a viewable screen to better assess the patient and fund the training cost and uniforms for 12 members who will be added to the existing 28 member Cambridge Fire Department Emergency Medical Services Bicycle Team. (Fire)
- **MA EOPSS – Fire Services (\$187,500).** Grant provides funds to purchase new hazards detection devices, to purchase warrantees for certain meters, to purchase Gasses and Confidence Tests for detection devices, to repair or replace equipment as needed as well as for training that will allow members to stay current on the latest hazards, threats and procedures.
- **Violence Against Women Act (VAWA) Grant (\$46,302).** Grant provides funds to continue contracting with a civilian advocate to implement the Police Department’s Trauma Informed approach to policing. (Police)
- **MA EOPSS – Police STEP Grant (\$59,875).** Grant provides funds to be used to supplement sustained, high visibility, year-round traffic enforcement. (Police)
- **MA EOPSS - Highway Safety Traffic Enforcement Grant (\$37,500; Federal Grant).** Grant provides overtime funding to conduct high-visibility enforcement (HVE) patrols. HVEs are a traffic safety approach designed to deter and change unlawful traffic behaviors, combining highly visible, proactive law enforcement and education targeting a specific traffic safety issue. The Police Department’s Traffic Unit utilizes this funding to participate in state scheduled "mobilizations," including: 1) Drive Sober or Get Pulled Over, 2) Click It or Ticket, and 3) Distracted Driving. (Police)
- **MA EOPSS - Senator Charles E. Shannon, Jr. Community Safety Initiative (CSI) Grant, (\$33,585)** The Shannon CSI is administered as part of a regional collaborative through the Metropolitan Area Planning Council. Grant funds are used primarily for overtime enforcement through participation in the multi-jurisdictional Metro Gang Task participation and the Focused Deterrence Program. (Police)
- **MA EOPSS – Traffic Enforcement Grant (\$9,800).** Grant provides funds for purchase of lidar equipment to continue the Department’s traffic enforcement and public safety efforts. (Police)
- **MA 911 Department - Public Safety Answering Position (PSAP) Support Grant (\$376,331).** Grant supports certain Emergency Communications dispatch personnel, overtime, and annual maintenance costs for software and other equipment. (Emergency Communications)
- **MA 911 Department - PSAP Training Grant (\$143,764).** Grant supports the cost of attending training courses, fees for conferences, and software maintenance expenditures. The grant will also reimburse overtime costs for dispatchers attending the trainings. (Emergency Communications)

GRANTS

COMMUNITY MAINTENANCE AND DEVELOPMENT

- **MCC - Cultural Investment Portfolio Grant (\$12,000).** Grant supports two part-time Archives Assistants who help maintain the Historical Commission's dynamic public archive of Cambridge history. They process donations, write finding aids for each collection, and are creating a searchable catalogue for the non-circulating reference library. (Historical Commission)
- **U.S. Department of Housing and Urban Development (HUD) Home Investment Partnerships Program (HOME) Grant (\$2,600,622; Federal Grant).** HOME provides formula grants to states and localities that communities use, often in partnership with local nonprofit groups, to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership, or providing direct rental assistance to low-income people. (Community Development)

HUMAN RESOURCE DEVELOPMENT

- **Friends of the Community Learning Center (\$36,000.)** The funds will be used to fund the classes, advising and coaching of the Bridge to College Program students. (Human Services)
- **Department of Elementary and Secondary Education (\$72,992).** which will be used to provide an integrated education and training program to adults in the Metro North area who want to start a career in the Information Technology field and work as Computer User Support Specialists and Help Desk Technicians. (Human Services)
- **Children's Trust Fund (\$31,200.)** This Massachusetts Family Center grant funds support programs for families with children from birth to age six. (Human Services)
- **Department of Elementary and Secondary Education (\$58,995).** The MA Department of Elementary & Secondary Education's Adult and Community Learning Services unit (through the Integrated Education Literacy/Civics Education) fund two training programs that offer Home Health Aide and Certified Nursing Assistant trainings to students who speak English as a Second Language (ESOL). In addition, the students have ESOL and math instruction contextualized in health care, as well as advising, job search, and job placement support. (Human Services)
- **Foundations/Friends of the Community Learning Center/First Literacy/Cambridge Housing Authority/Miscellaneous (\$88,766.)** The Community Learning Center receives funds from several foundations, private donors, and the Cambridge Housing Authority for transitional classes for adults with a high school diploma who are interested in attending college, leadership training for students, career awareness workshops, additional ESOL classes, and ESOL distance learning workshops. (Human Services)
- **Low-Income Fuel Assistance (\$1,028,840; Federal Grant).** Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program served over 1,450 households in Cambridge and Somerville during the 2019/2020 winter season through financial assistance for heating bills and rental assistance if heat is included in the rent. (Human Services)
- **MA Department of Early Education and Care - Universal Prekindergarten Pilot Classroom Quality (\$78,209).** DHSP's Childcare and Family Support Services Division has been awarded funds for preschool programs to provide resources and support to enhance high quality standards. (Human Services)

GRANTS

- **MA Department of Elementary and Secondary Education (\$837,930).** The Community Learning Center receives state and federal funds for adult basic education, ESOL classes, civic education, volunteer coordination, ESOL distance learning, and family literacy. A state grant through the Metro North Service Delivery Area supports a portion of these activities. Onsite classes are offered for Cambridge Housing Authority residents. (Human Services)
- **MA Department of Housing and Community Development (DHCD) (\$102,008).** This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period. (Human Services)
- **MA DHCD - Family Shelter & Services Program (\$663,400).** Funding is for emergency shelter, case management, housing placement, and stabilization services for homeless families through the Cambridge YWCA. (Human Services)
- **MA Executive Office of Elder Affairs - Project Bread Grants (\$173,998).** The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation and to support operations at the Citywide Senior Center, including reception, classes, and weekend activities. Project Bread funds support the Senior Center food pantry. (Human Services)
- **Department of Housing and Development (DHCD- \$8,000).** will be used to provide educational enrichment (tutoring, school vacation programs, educational software and events) to children and teens residing in its DHCD funded family shelter. (Human Services)
- **MassHire Metro North Workforce Board (\$86,486);** Funds will be used to support the Mayor's Summer Youth Employment Program and support costs for work sites taking large numbers of youth and developing worksites for youth participants. (Human Services)
- **U.S. HUD - Continuum of Care (CoC) Program (\$5,117,359; Federal Grant).** This grant program is a consolidation of the Supportive Housing Program and the Shelter Plus Care Program grants. CoC funds 17 projects previously funded by those programs assisting homeless persons through a continuum of care with housing and services. (Human Services)
- **U.S. HUD - Emergency Solutions Grant Program (\$116,748; Federal Grant).** This grant is funded by federal Emergency Solution Grant dollars that are distributed by DHCD through a competitive process. The grant funds the Support for Tenants at Risk homelessness prevention program based at the Multi-Service Center. Funds support a clinician based at Cambridge District Court, legal service providers who provide legal advice to tenants at risk of homelessness, and a mediation provider who assists tenants and landlords to make out-of-court settlements to preserve tenancies and prevent homelessness. (Human Services)
- **U.S. HUD - Fair Housing Assistance Grant (\$38,234; Federal Grant).** Funds support a portion of the salary of an Attorney-Investigator, who works on cases from the Fair Housing Assistance Program (FHAP). FHAP activities include case processing, education/outreach, and participation in mandatory HUD-sponsored training. (Human Rights)

EDUCATION

For information about School Department grants, please refer to the Cambridge Public Schools' FY21 Budget document, which can be found at www.cpsd.us.

FINANCIAL POLICIES & GUIDELINES

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

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

The following chart compares selected ratios of Cambridge (in accordance with City’s financial policies) with the medians of comparable U.S. cities rated Aaa by Moody’s Investors Service. As the chart indicates, the ratios of Cambridge compare favorably with the medians of cities across the nation with the highest rating awarded by Moody’s.

	Median	Cambridge	Variance
Equalized Value Per Capita	\$202,683	\$415,621	\$212,938
Available Fund Balance as % of Operating	37.83%	56.40%	18.57%
Total Fund Balance as % of Revenues	36.93%	56.89%	19.96%
Net Direct Debt as % of Equalized Value	0.74%	0.81%	0.07%

Source: Moody’s Investors Service Publicly Rated U.S. Local Government Medians Special Report 2020. Cambridge figures are from the 2019 CAFR. The most recent population figure of 118,977 is from the U.S. Department of Commerce Bureau of Census’ estimation as of July 2018 Census Report.

FINANCIAL POLICIES & GUIDELINES

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

	FY17	FY18	FY19	FY20	FY21
Excess Levy Capacity (1)	\$168.3	\$181.5	\$189.4	\$190.4	\$180.9
General Fund Balance (2)	\$333.0	\$368.6	\$387.7	\$350.0	\$350.0
Free Cash (3)	\$211.0	\$231.7	\$246.6	\$207.7	\$150.0
Rapidity of Debt Retirement (4)	86.27%	84.5%	83.6%	83.1%	85.1%

- (1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY17-20 are actual amounts and FY21 is a projected figure.
- (2) The amounts shown for General Fund Fund Balances include those funds moved to the General Fund to satisfy GASB 34 requirements. FY20 and FY21 are projected figures.
- (3) Free Cash is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY17-19 are actual amounts and those shown for FY20-21 are projected figures.
- (4) The percentages shown represent the percent of total debt that would be retired in 10 years. With few exceptions, all debt issued by the City is retired within 10 years. Percentage does not include ensuing year's bond issue.

INVESTMENT POLICY

I. PURPOSE

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

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

II. SCOPE

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

III. INVESTMENT OBJECTIVES

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

A. Safety of Principal

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

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

B. Liquidity

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

INVESTMENT POLICY

C. Yield

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

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

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

IV. STANDARDS OF CARE

A. Prudence

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

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

B. Ethics and Conflicts of Interest

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

INVESTMENT POLICY

C. Delegation of Authority

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

V. FINANCIAL DEALERS AND INSTITUTIONS

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

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

VI. INVESTMENT GUIDELINES

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

A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

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

INVESTMENT POLICY

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

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

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

B. Diversification

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

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

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

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

VII. REPORTS

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

INVESTMENT POLICY

VIII. PORTFOLIO VALUATION

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

IX. ADOPTION

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

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

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

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

DEBT MANAGEMENT POLICY

I. PURPOSE

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

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

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

II. POLICY STATEMENT

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

III. RESPONSIBILITY FOR POLICY

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

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

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

DEBT MANAGEMENT POLICY

IV. GENERAL DEBT GOVERNING POLICIES

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

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

V. DEBT POLICIES, RATIOS, AND MEASUREMENT

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

DEBT MANAGEMENT POLICY

DEBT RATIOS

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

EQUALIZED VALUE ¹	NET DEBT ²	NET DEBT TO EQUALIZED VALUE
\$49,449,365,600	\$348,736,933	0.71%

¹ The equalized value reflects full market value as of January 1, 2018.

² The net debt is as of June 30, 2019 (excludes debt retired during FY20).

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

FY21 OPERATING EXPENDITURES	ANNUAL GROSS DEBT SERVICE	GROSS DEBT SERVICE TO OPERATING EXPENDITURES
\$715,264,225	\$78,503,685	10.98%

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

FY21 OPERATING EXPENDITURES	ANNUAL NET DEBT SERVICE	NET DEBT SERVICE TO OPERATING EXPENDITURES
\$715,264,225	\$51,982,497	7.27%

K. Net Debt as a Percentage of Per Capita – Debt per capita measures the amount of debt relative to the size of the City’s population. The City’s overall net debt per capita shall not exceed \$5,000 per capita. The Direct Debt Per Capita shall be calculated by dividing the City’s net debt by the City’s population.

POPULATION ³	NET DEBT ²	NET DEBT PER CAPITA
118,977	\$348,736,933	\$2,931

³ The most recent population figure is from the July 2018 estimation from the U.S. Census. Source: U.S. Dept. of Commerce Bureau of Census.

DEBT MANAGEMENT POLICY

GENERAL DEBT LIMIT

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

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

DEBT LIMIT CALCULATION

EQUALIZED VALUATION AS OF JANUARY 1, 2018	\$49,449,365,600
DEBT LIMIT (5% OF EQUALIZED VALUATION)	\$2,472,468,280
Total Outstanding Debt as of June 30, 2020	\$479,699,619
Total Authorized / Unissued Debt as of June 30, 2020	\$394,174,500
TOTAL OUTSTANDING DEBT PLUS TOTAL AUTHORIZED / UNISSUED DEBT	\$873,874,119
Amount of Outstanding Debt Outside the Debt Limit	\$0
Amount of Authorized / Unissued Debt Outside the Debt Limit	\$0
OUTSTANDING DEBT PLUS AUTHORIZED / UNISSUED OUTSIDE THE DEBT LIMIT	\$0
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$873,874,119
Less: Outstanding Debt Plus Authorized / Unissued Outside the Debt Limit	\$0
DEBT SUBJECT TO THE DEBT LIMIT	\$873,874,119
Debt Limit (5% of Equalized Valuation)	\$2,472,468,280
REMAINING BORROWING CAPACITY UNDER DEBT LIMIT	\$1,598,594,161

DEBT MANAGEMENT POLICY

FY21 DEBT DISTRIBUTION

DEPT.	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION*
CITY	\$60,119,718	\$18,383,967	\$78,503,685
WATER	\$0	\$0	\$0
TOTAL	\$60,119,718	\$ 18,383,967	\$78,503,685

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

DEBT POSITION (BASED ON OUTSTANDING DEBT JUNE 30, 2020)

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

YEAR	TOTAL DEBT	DEBT PAYMENT	INTEREST	REQUIRED APPROPRIATION
2020-2021	\$479,699,619	\$60,119,718	\$18,383,967	\$78,503,685
2021-2022	\$419,579,901	\$57,265,076	\$16,100,584	\$73,365,660
2022-2023	\$362,314,825	\$53,895,059	\$14,104,015	\$67,999,074
2023-2024	\$308,419,766	\$49,128,835	\$11,997,187	\$61,121,022
2024-2025	\$259,290,931	\$45,091,593	\$9,855,335	\$54,946,928
2025-2026	\$214,199,338	\$37,250,551	\$7,940,317	\$45,190,868
2026-2027	\$176,948,787	\$30,996,263	\$6,420,920	\$37,417,183
2027-2028	\$145,952,524	\$26,326,263	\$5,125,820	\$31,452,083
2028-2029	\$119,626,261	\$21,916,263	\$4,043,907	\$25,960,170
2029-2030	\$97,709,998	\$17,265,000	\$3,177,882	\$20,442,882
2030-2031	\$80,444,998	\$13,585,000	\$2,504,431	\$16,089,431
2031-2032	\$66,859,998	\$12,580,000	\$2,051,038	\$14,631,038
2032-2033	\$54,279,998	\$12,050,000	\$1,664,613	\$13,714,613
2033-2034	\$42,229,998	\$10,200,000	\$1,297,819	\$11,497,819
2034-2035	\$32,029,998	\$9,275,000	\$984,050	\$10,259,050
2035-2036	\$22,754,998	\$7,225,000	\$698,963	\$7,923,963
2036-2037	\$15,529,998	\$6,675,000	\$475,375	\$7,150,375
2037-2038	\$8,854,998	\$5,685,000	\$268,425	\$5,953,425
2038-2039	\$3,169,998	\$2,730,000	\$92,025	\$2,822,025
2039-2040	\$439,998	\$440,000	\$8,800	\$448,800

RESERVE POLICY

I. PURPOSE

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

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

II. POLICY STATEMENT

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

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

III. RESPONSIBILITY FOR POLICY

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

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

RESERVE POLICY

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

	GENERAL FUND			WATER FUND			CAPITAL FUND			TOTAL		
	FY18 Actual	FY19 Projected	FY20 Proposed Budget	FY18 Actual	FY19 Projected	FY20 Proposed Budget	FY18 Actual	FY19 Projected	FY20 Proposed Budget	FY18 Actual	FY19 Projected	FY20 Proposed Budget
REVENUES												
TAXES	\$428,481,835	\$448,590,220	\$482,792,720	\$0	\$0	\$0	\$6,606,000	\$3,567,000	\$8,625,000	\$435,087,835	\$452,157,220	\$491,417,720
CHARGES FOR SERVICES	\$73,722,520	\$76,366,660	\$77,621,600	\$17,601,690	\$13,989,520	\$13,555,160	\$6,292,330	\$6,018,443	\$8,222,330	\$97,616,540	\$96,374,623	\$99,399,090
LICENSES AND PERMITS	\$42,827,595	\$33,497,715	\$20,255,620	\$0	\$0	\$0	\$3,175,000	\$3,785,019	\$5,234,925	\$46,002,595	\$37,282,734	\$25,490,545
FINES & FORFEITS	\$10,475,960	\$10,168,295	\$10,177,370	\$0	\$0	\$0	\$0	\$0	\$0	\$10,475,960	\$10,168,295	\$10,177,370
INTERGOVERNMENTAL REVENUE	\$50,862,145	\$50,883,800	\$51,350,145	\$0	\$0	\$0	\$3,839,485	\$3,897,533	\$4,714,470	\$54,701,630	\$54,781,333	\$56,064,615
MISCELLANEOUS REVENUE	\$17,548,245	\$20,425,035	\$22,631,620	\$0	\$0	\$0	\$0	\$0	\$0	\$17,548,245	\$20,425,035	\$22,631,620
BOND PROCEEDS	\$0	\$0	\$0	\$0	\$0	\$0	\$92,590,000	\$90,620,000	\$74,300,000	\$92,590,000	\$90,620,000	\$74,300,000
FUND BALANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$623,918,300	\$639,931,725	\$664,829,075	\$17,601,690	\$13,989,520	\$13,555,160	\$112,502,815	\$107,887,995	\$101,096,725	\$754,022,805	\$761,809,240	\$779,480,960
EXPENDITURES BY FUNCTION												
GENERAL GOVERNMENT	\$52,201,080	\$59,296,755	\$69,797,295	\$0	\$0	\$0	\$7,448,845	\$2,717,325	\$2,055,000	\$59,649,925	\$62,016,080	\$71,852,295
PUBLIC SAFETY	\$133,563,585	\$139,389,395	\$146,900,900	\$0	\$0	\$0	\$4,521,850	\$3,076,935	\$23,205,000	\$138,085,435	\$142,466,330	\$170,105,900
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$115,164,645	\$123,872,550	\$134,764,050	\$13,714,430	\$13,973,770	\$12,833,295	\$62,935,890	\$108,470,070	\$64,653,725	\$191,814,965	\$246,316,390	\$212,251,070
HUMAN RESOURCES AND DEVELOPMENT	\$42,388,965	\$47,088,855	\$50,841,505	\$0	\$0	\$0	\$599,295	\$1,802,120	\$333,000	\$42,988,260	\$48,890,975	\$51,174,505
EDUCATION	\$182,074,480	\$191,069,505	\$201,770,255	\$0	\$0	\$0	\$47,266,265	\$90,825,380	\$10,850,000	\$229,340,745	\$281,894,885	\$212,620,255
INTERGOVERNMENTAL	\$56,316,190	\$60,259,315	\$61,476,935	\$0	\$0	\$0	\$0	\$0	\$0	\$56,316,190	\$60,259,315	\$61,476,935
TOTAL EXPENDITURES	\$681,708,945	\$620,978,375	\$665,550,940	\$13,714,430	\$13,973,770	\$12,833,295	\$122,772,145	\$206,891,830	\$101,096,725	\$718,195,520	\$841,843,975	\$779,480,960
CHANGE IN FUND BALANCE	\$42,209,355	\$18,953,350	(\$721,865)	\$3,887,260	\$15,750	\$721,865	\$0	\$0	\$0	\$35,827,285	\$0	\$0

FUND BALANCE

FUND BALANCE REPORTING

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

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

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

CITY DEBT STABILIZATION FUND

This fund was established as a reserve to offset a portion of the debt service on large, tax-supported projects. In FY21, \$7.0 million will be used to cover debt service costs. The FY21 estimated ending Fund Balance is \$49.5 million.

HEALTH CLAIMS TRUST FUND

This fund was established as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income in this trust fund. The City's policy is to transfer a portion of the balance to the General Fund to cover a portion of health insurance costs. Employee contributions to this fund will increase in future years due to increases to the base upon which employee contributions are calculated. The transfer to the General Fund in FY21 is projected to be \$12.5 million. The FY21 estimated ending Fund Balance is \$32.4 million.

PARKING FUND

This fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines, and interest charges. Expenditures are not charged directly to the Parking Fund; instead, transfers are made from the Parking Fund to the General Fund and Capital Fund to cover related expenditures. The FY21 estimated ending Fund Balance is \$9.7 million.

FUND BALANCE

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

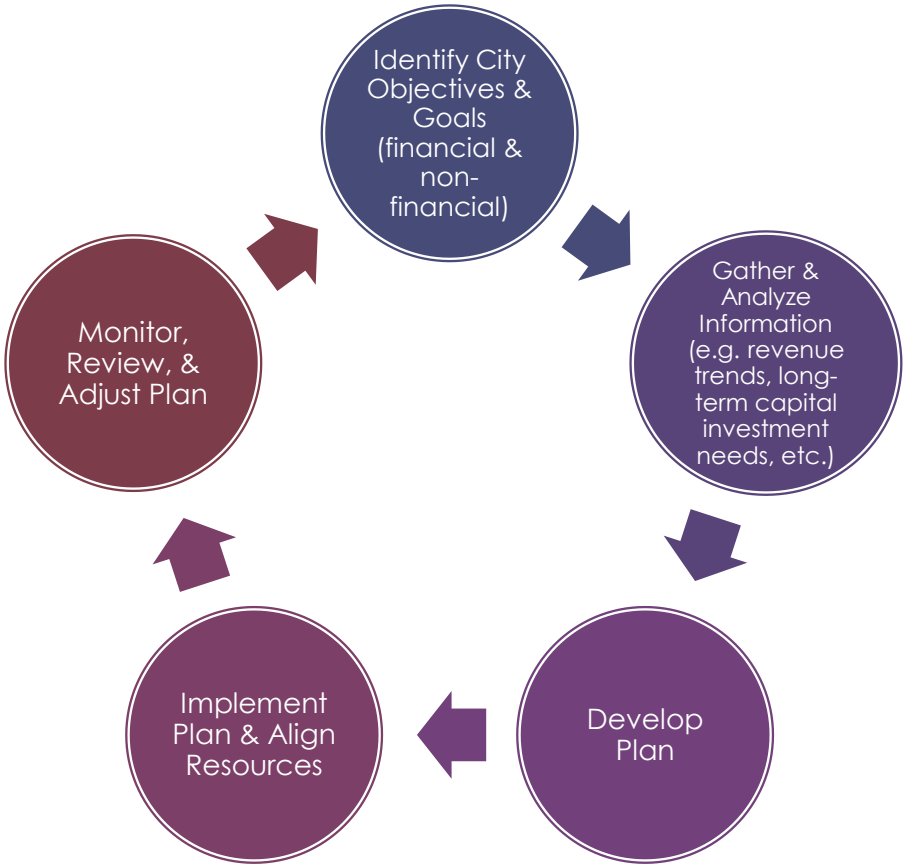
FY21 BUDGET	GENERAL FUND	WATER FUND	CAPITAL FUND	TOTAL
REVENUES				
TAXES	\$507,471,465	\$0	\$13,825,000	\$521,296,465
CHARGES FOR SERVICES	\$79,881,875	\$13,554,525	\$10,377,330	\$103,813,730
LICENSES & PERMITS	\$22,738,570	\$0	\$5,421,630	\$28,160,200
FINES & FORFEITS	\$10,490,475	\$0	\$0	\$10,490,475
INTERGOVERNMENTAL REVENUE	\$54,553,800	\$0	\$4,453,730	\$59,007,530
MISCELLANEOUS REVENUE	\$26,573,515	\$0	\$1,908,250	\$28,481,765
BOND PROCEEDS	\$0	\$0	\$275,300,000	\$275,300,000
FUND BALANCE	\$0		\$1,000,000	\$1,000,000
TOTAL REVENUES	\$701,709,700	\$13,554,525	\$312,285,940	\$1,027,550,165
EXPENDITURES BY FUNCTION				
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$144,071,865	\$12,831,240	\$60,382,940	\$217,286,045
EDUCATION	\$213,714,735	\$0	\$238,850,000	\$452,564,735
GENERAL GOVERNMENT	\$67,696,585	\$0	\$2,260,000	\$69,956,585
HUMAN RESOURCE DEVELOPMENT	\$59,965,485	\$0	\$283,000	\$60,248,485
INTERGOVERNMENTAL	\$62,461,755	\$0	\$0	\$62,461,755
PUBLIC SAFETY	\$154,522,560	\$0	\$10,510,000	\$165,032,560
TOTAL EXPENDITURES	\$702,432,985	\$12,831,240	\$312,285,940	\$1,027,550,165
EXPENDITURES BY CATEGORY				
SALARIES & WAGES	\$459,041,385	\$8,224,465	\$0	\$467,265,850
OTHER ORDINARY MAINTENANCE	\$157,698,040	\$4,345,195	\$0	\$162,043,235
TRAVEL & TRAINING	\$4,561,215	\$86,580	\$0	\$4,647,795
EXTRAORDINARY EXPENDITURES	\$81,132,345	\$175,000	\$0	\$81,307,345
CAPITAL OUTLAY	\$0	\$0	\$312,285,940	\$312,285,940
TOTAL EXPENDITURES	\$702,432,985	\$12,831,240	\$312,285,940	\$1,027,550,165
NET TRANSFERS	\$723,285	(\$723,285)	\$0	\$0
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$0	\$0	\$0	\$0
ESTIMATED UNASSIGNED BEGINNING FUND BALANCE - JULY 1, 2020	\$265,107,510	\$11,893,190	\$0	\$277,000,700
ESTIMATED UNASSIGNED ENDING FUND BALANCE - JUNE 30, 2021	\$265,107,510	\$11,893,190	\$0	\$277,000,700
ESTIMATED ENDING UNASSIGNED FUND BALANCE AS A PERCENT OF TOTAL REVENUES	38%	93%	0%	27%

LONG-TERM FINANCIAL PLANS

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

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

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



LONG-TERM FINANCIAL PLANS

ASSUMPTIONS FOR REVENUE PROJECTIONS

1. Sewer and Water revenues increase annually by the amount needed to fully cover their costs.
2. Cherry Sheet revenue (State Aid) equals the FY20 Recap Cherry Sheet balance plus \$1,383,236, which is the increased Chapter 70 aid per the Governor’s Budget Estimated FY21 Cherry Sheet.
3. Transfers from the Health Claims Trust Fund will be \$12,500,000 in FY21.
4. Transfers from the Debt Stabilization Fund are \$7,000,000 in FY21, \$11,000,000 in FY22, \$13,000,000 in FY23, and \$14,000,000 in FY24-25. Amounts are based on projected bond schedule.
5. Property tax percentage increases are projected at 8.20% in FY21, 9.10% in FY22, 7.49% in FY23, 6.99% in FY24, and 5.77% in FY25.

ASSUMPTIONS FOR EXPENDITURE PROJECTIONS

1. Salaries & Wages:

YEAR	DATE	INCREASE	BUDGET COST
FY21	7/1/2020	2.50%	2.50%
FY22	7/1/2021	2.50%	2.50%
FY23	7/1/2022	2.50%	2.50%
FY24	7/1/2023	2.50%	2.50%
FY25	7/1/2024	2.50%	2.50%

2. Health insurance costs increase 3.0% in FY21 and FY22, 7% in FY23-24.
3. Dental insurance costs increase 8% annually in FY21 and thereafter.
4. Contributory pensions increase by 5.85%, plus \$300,000 annually.
5. OPEB contribution is \$2,000,000 annually.
6. Other Ordinary Maintenance expenses increase by 5% annually.
7. Travel & Training expenses remain constant based on FY21.
8. Extraordinary Expenditures remain constant based on FY21.
9. Debt costs reflect issued debt and debt issuance schedule.
10. The MWRA assessment includes increases of 2.8% in FY21 and thereafter.
11. Cherry Sheet assessment remains level funded annually based on FY20.
12. Pay-As-You-Go Capital is \$13,825,000 in FY21, \$17,960,000 in FY22, \$18,320,000 in FY23, \$18,105,000 in FY24 and \$18,110,000 in FY25.

LONG-TERM FINANCIAL PLANS

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

	FY21 PROPOSED	FY22 PROJECTED	FY23 PROJECTED	FY24 PROJECTED	FY25 PROJECTED
REVENUES					
Charges for Services	\$93,436,400	\$100,379,446	\$104,621,839	\$108,173,152	\$111,459,976
Fines & Forfeits	\$10,490,475	\$10,490,475	\$10,490,475	\$10,490,475	\$10,490,475
Intergovernmental Revenue	\$54,553,800	\$54,479,498	\$54,538,841	\$54,607,250	\$53,410,934
Licenses & Permits	\$22,738,570	\$22,738,570	\$22,738,570	\$22,738,570	\$22,738,570
Miscellaneous Revenue	\$26,573,515	\$30,386,420	\$32,636,420	\$33,886,420	\$35,136,420
Taxes	\$521,296,465	\$565,422,425	\$605,283,269	\$645,353,475	\$686,023,545
TOTAL REVENUES	\$729,089,225	\$783,896,834	\$830,309,414	\$875,249,342	\$919,259,920
EXPENDITURES BY CATEGORY					
Salary & Wages	\$467,265,850	\$492,253,423	\$516,308,417	\$541,746,040	\$568,833,342
Other Ordinary Maintenance	\$162,043,235	\$175,737,209	\$186,164,957	\$197,114,093	\$206,969,798
Travel & Training	\$4,647,795	\$4,647,795	\$4,647,795	\$4,647,795	\$4,647,795
Extraordinary Expenditures	\$95,132,345	\$111,258,407	\$123,188,245	\$131,741,414	\$138,808,985
TOTAL EXPENDITURES	\$729,089,225	\$783,896,834	\$830,309,414	\$875,249,342	\$919,259,920
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$0	\$0	\$0	\$0	\$0

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

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REVENUE

REVENUE CATEGORIES

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

REVENUE ASSUMPTIONS

The City's practice is to budget revenues conservatively. Revenue requests for FY21 are based on FY19 actual and FY20 projected collections, historical trends, and anticipated changes that impact particular revenues. The City met or exceeded most of its FY19 budgeted revenues; the FY20 revenues are being monitored closely to assess the impact of the COVID-19 crisis.

The Finance Department annually reviews license and permit fees, charges for services, and fines and forfeits charged by City departments. Increases proposed in FY21, for the most part, have not been reflected in the budget, in keeping with the practice to obtain actual revenue history prior to budgeting an increase in revenue. In addition, the continued growth of the economy, planned use of reserves, and ongoing analysis of revenue collections have also contributed to the increased use of non-property tax revenues.

MAXIMIZING NON-TAX REVENUE

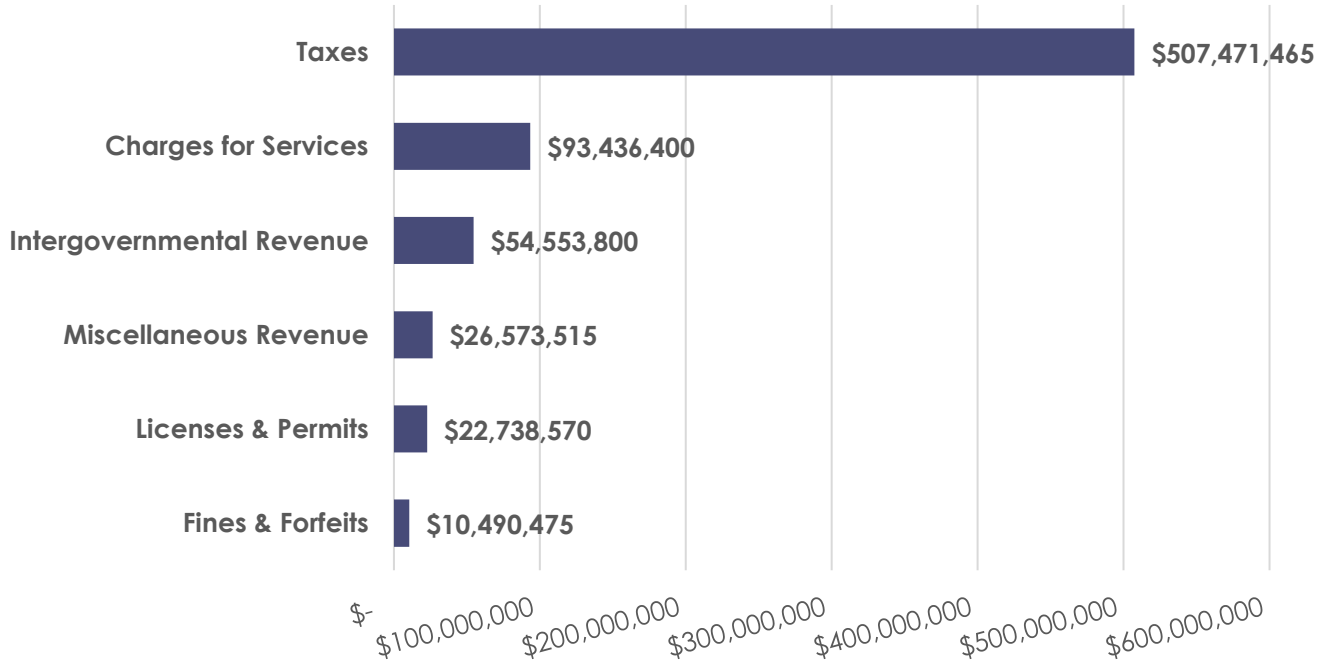
The City will continue its policy of maximizing alternative revenue sources to lower residents' tax burden for City services through enforcing license and permit policies, charging users for specific services where feasible, and collecting outstanding parking fines. However, in FY21 several key non property tax revenues will have to be reviewed in the fall as part of the property tax and classification process and may need to be adjusted downward at that time, which will result in an increase to the property tax levy. The total property tax levy is projected to increase by 8.03% in FY21, or by \$35,167,686 from the FY20 property tax levy.

FIVE YEAR BUDGETED REVENUE ANALYSIS

REVENUE CATEGORY	FY17	FY18	FY19	FY20	FY21
CHARGES FOR SERVICES	\$81,536,765	\$85,472,800	\$88,816,015	\$91,176,760	\$93,436,400
FINES & FORFEITS	\$10,829,035	\$10,718,535	\$10,626,735	\$10,177,370	\$10,490,475
INTERGOVERNMENTAL REVENUE	\$43,700,755	\$47,260,505	\$48,869,010	\$51,350,145	\$54,553,800
LICENSES AND PERMITS	\$15,645,400	\$16,744,690	\$20,253,100	\$20,255,620	\$22,738,570
MISCELLANEOUS REVENUE	\$13,288,980	\$14,370,410	\$18,755,525	\$22,631,620	\$26,573,515
TAXES	\$409,561,190	\$430,464,395	\$449,130,725	\$482,792,720	\$507,471,465
TOTAL	\$574,562,125	\$605,031,335	\$636,451,110	\$678,384,235	\$715,264,225

REVENUE

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225

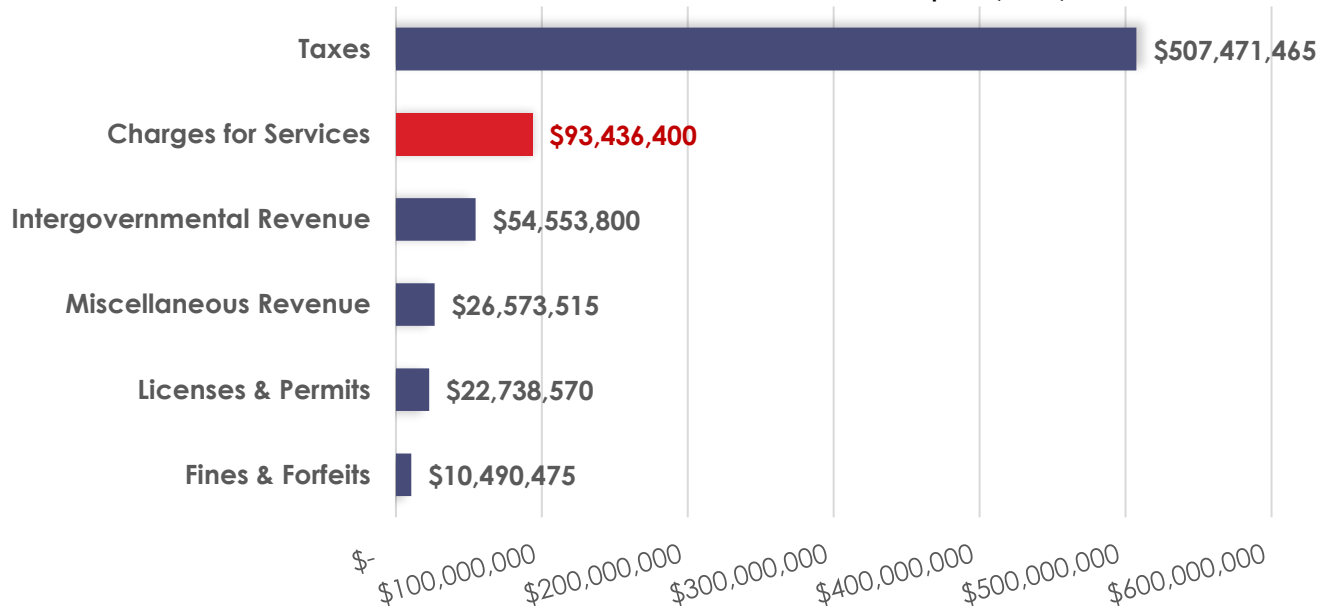


OPERATING BUDGET

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$96,617,205	\$87,804,300	\$93,436,400
FINES & FORFEITS	\$10,437,815	\$8,242,175	\$10,490,475
INTERGOVERNMENTAL REVENUE	\$50,571,795	\$52,547,115	\$54,553,800
LICENSES AND PERMITS	\$42,621,545	\$38,444,210	\$22,738,570
MISCELLANEOUS REVENUE	\$23,962,370	\$31,314,315	\$26,573,515
TAXES	\$449,864,040	\$471,673,695	\$507,471,465
TOTAL REVENUE	\$674,070,770	\$690,025,810	\$715,264,225
PROGRAM EXPENDITURES			
GENERAL GOVERNMENT	\$53,866,390	\$60,831,160	\$67,696,585
PUBLIC SAFETY	\$140,564,145	\$146,594,280	\$154,522,560
COMMUNITY MAINTENANCE AND DEVELOPMENT	\$136,082,665	\$149,510,745	\$156,903,105
HUMAN RESOURCES AND DEVELOPMENT	\$46,100,975	\$51,437,555	\$59,965,485
EDUCATION	\$190,639,825	\$201,770,255	\$213,714,735
INTERGOVERNMENTAL	\$57,931,315	\$61,609,335	\$62,461,755
TOTAL EXPENDITURES	\$625,185,315	\$671,753,330	\$715,264,225

CHARGES FOR SERVICES

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



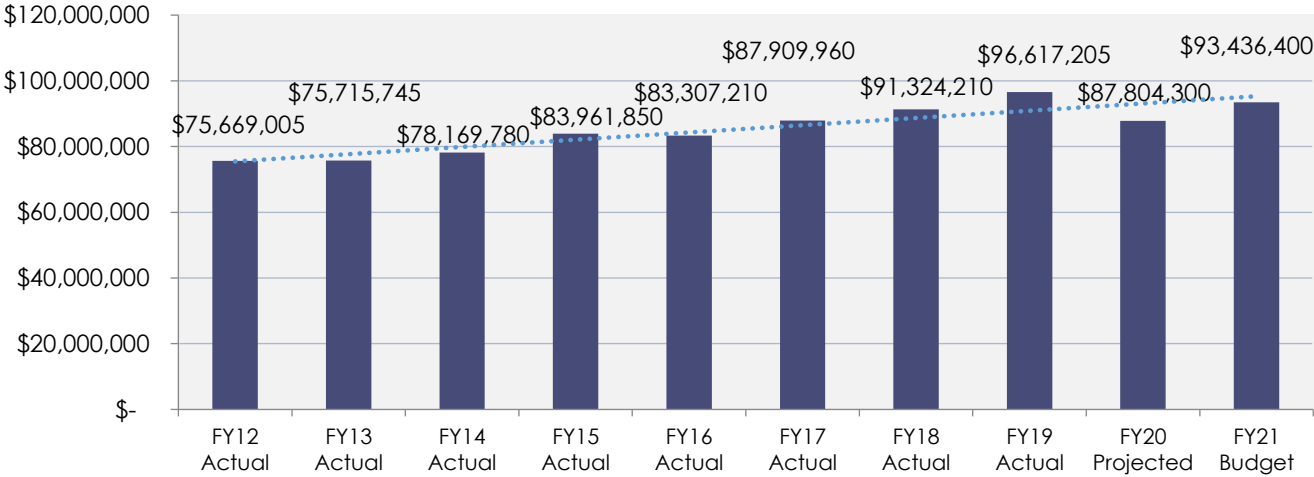
CHARGES FOR SERVICES SUMMARY

CHARGES FOR SERVICES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET	% OF FY21 CHARGES FOR SERVICES
FEES	\$8,909,150	\$6,710,405	\$7,879,285	8.4%
OTHER CHARGES FOR SERVICES	\$2,300,655	\$2,299,095	\$2,162,100	2.3%
PARKING	\$13,085,250	\$9,014,640	\$11,647,930	12.5%
SEWER SERVICE CHARGE,	\$53,895,220	\$56,150,000	\$58,192,560	62.3%
WATER UTILITY REVENUE	\$18,426,930	\$13,630,160	\$13,554,525	14.5%
TOTAL	\$96,617,205	\$87,804,300	\$93,436,400	100.0%

CHARGES FOR SERVICES

Charges for services are an important revenue source to maintain the level of services provided to the community. With a limit on tax revenues, the City must impose charges for the delivery of some services. Fees are flexible and adjustable in accordance with inflation and demand levels. User fees are often a more equitable funding mechanism than taxes because those who benefit from the service directly pay for that service. The user fees also allow the City to recover the cost of providing services, such as water and sewer, to tax exempt institutions. Service Charges and User Fees will account for 13.1% of total General Fund revenues.

TEN-YEAR HISTORY OF CHARGES FOR SERVICES



CHARGES FOR SERVICES

FEES

FY21: \$7,879,285*

FEES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
ADMINISTRATIVE	<u>\$377,515</u>	<u>\$329,000</u>	<u>\$330,250</u>
Certified Copies	\$239,925	\$210,000	\$213,500
Document Sales	\$7,230	\$600	\$750
Domestic Partners	\$5,685	\$4,500	\$4,500
Misc. Clerk's Fees	\$39,830	\$40,000	\$37,000
Municipal Liens	\$74,575	\$70,000	\$70,000
Photocopy/Reproduction	\$10,270	\$3,900	\$4,500
ELECTRICAL	<u>\$1,392,020</u>	<u>\$1,200,000</u>	<u>\$1,070,000</u>
Cut-Out/Plug-Out Fee	\$58,820	\$40,000	\$30,000
Fire Alarm Box Charge	\$169,600	\$160,000	\$140,000
Signal Maintenance Fee	\$1,163,600	\$1,000,000	\$900,000
HEARING/FILING	<u>\$131,835</u>	<u>\$130,075</u>	<u>\$108,500</u>
Board of Zoning Appeals	\$102,300	\$103,000	\$85,000
Conservation Commission	\$1,460	\$5,075	\$1,500
License Hearing Fees	\$28,075	\$22,000	\$22,000
HUMAN SERVICES	<u>\$5,267,805</u>	<u>\$3,428,850</u>	<u>\$4,833,535</u>
Athletic Leagues	\$3,000	\$3,000	\$3,000
Childcare Tuition	\$1,767,575	\$1,094,000	\$1,340,000
Community Schools	\$1,770,995	\$1,000,000	\$1,900,000
Field Permits	\$178,140	\$100,000	\$145,000
Golf Course	\$819,865	\$654,850	\$842,535
King Open Extended Day	\$194,625	\$162,000	\$160,000
Recreational Activities	\$399,120	\$295,000	\$330,000
Senior Activities	\$35,000	\$35,000	\$35,000
Special Needs	\$13,760	\$10,000	\$8,000
Youth Programs	\$85,725	\$75,000	\$70,000
PUBLIC SAFETY	<u>\$1,739,975</u>	<u>\$1,622,480</u>	<u>\$1,537,000</u>
Agency Fee	\$13,570	\$9,000	\$10,000
Boarding/Razing Fees	\$0	\$0	\$20,000
Fire Detail Surcharge	\$258,555	\$223,000	\$150,000
Inspectional Details	\$17,450	\$10,000	\$10,000
Police Detail Surcharge	\$447,635	\$400,000	\$350,000
Rescue Service Fees	\$862,105	\$840,480	\$850,000
Sealing Inspection	\$15,540	\$28,000	\$33,000
Smoke Detectors	\$62,450	\$51,000	\$51,000
Towing Surcharge	\$62,670	\$61,000	\$63,000
TOTAL REVENUE	\$8,909,150	\$6,710,405	\$7,879,285

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

CHARGES FOR SERVICES

ADMINISTRATIVE FEES

- **Certified Copies of Documents.** The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth, death, marriage, and domestic partnership certificates.
- **Document Sales.** The Public Works Engineering Division is reimbursed for maps and other documents requested by the public (\$50). The Election Commission receives revenue from the sale of the annual street listing book (\$700).
- **Domestic Partners.** The City Clerk issues a certificate of Domestic Partnership. The fee is \$35 per certificate (filing fee).
- **Miscellaneous City Clerk Charges.** The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include, zoning and municipal ordinance fees and the filing fee for a zoning petition.
- **Municipal Lien Certificates.** The Finance Department issues a certificate indicating any tax or utility charges outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The cost ranges from \$25 to \$150 depending on the type of property.
- **Reproduction Services.** A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.07, authorized by the Massachusetts General Laws chapter 66, section 10), the City limits the fee for photocopying public records to \$0.05 per page, with certain exceptions. As a courtesy, the City waives the fee for the first fifty pages.

ELECTRICAL FEES

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

HEARING/FILING FEES

- **Board of Zoning Appeal.** Fees are collected by the Inspectional Services Department for petitioning the Board of Zoning Appeal for variances, special permits, and appeals relating to the Zoning Ordinance.
- **Conservation Commission.** Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter land adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee plus \$25 is payable to the City. The list of project categories and associated fees can be found at 310 CMR 10.03 (7) (c).

CHARGES FOR SERVICES

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

HUMAN SERVICE PROGRAM FEES

- **Athletic Leagues.** The Recreation Division sponsors youth and adult leagues, primarily in the summer. The cost varies per activity: \$400 per volleyball team, and \$10 per basketball player.
- **Childcare Tuition.** The Childcare and Family Support Services Division administers childcare programs serving approximately 342 children throughout the city. Preschool programs are held full-time at King, Kennedy/Longfellow, Morse, Peabody, 119 Windsor St., King Open and Haggerty School. After-school programs are located at the Morse, King, Fletcher/Maynard Academy, and Peabody Schools. Preschool and Afterschool tuition are calculated based on income to ensure childcare services are available to all Cambridge families. Revenue from tuition is used to fund teacher salaries and benefits, scholarships, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events and field trip transportation.
- **Community Schools Revenue.** This category includes revenues received from the various classes, camps, programs, and activities offered by the Community Schools throughout the city.
- **Field Permits.** A permit fee of \$120 is required per two-hour period of field use. Fees are waived to all schools, youth leagues, and City sponsored fund-raising events.
- **Golf Course.** The Thomas P. O'Neill, Jr. Golf Course at Fresh Pond is supported by membership dues and fees. \$67,650 of total revenues is allocated to Debt Service for Golf Course improvements.
- **King Open Extended Day Program.** The Department of Human Service Programs jointly administers an Extended Day Program with the King Open School. Revenue from tuition is used to fund the program.
- **Recreational Activities.** The War Memorial Recreation Center provides year-round evening adult classes and weekend children's activities. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. In addition, DHSP receives revenue for the use of the War Memorial swimming pool in the evenings and weekends. The War Memorial swimming pool will be open for public use during the day in the summer and will charge a flat rate of \$1.00 per admission.
- **Senior Activities/Council on Aging.** Funds are generated from art classes, the Walking Club and various other senior fitness and recreational leisure activities. This also includes funds received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging six days a week.
- **Special Needs.** Revenues from various special needs recreational programs such as Camp Rainbow and other school-year activities, are generated through participant registration fees.
- **Youth Programs.** These funds are generated from tuition for the pre-teen year round program, summer and vacation camps, and from teen membership fees, and are used to offset program expenses.

CHARGES FOR SERVICES

PUBLIC SAFETY FEES

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

OTHER CHARGES FOR SERVICES

FY21: \$2,162,100

OTHER CHARGES FOR SERVICES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Animal Boarding	\$205	\$540	\$0
Cable Franchise License Fees	\$1,404,565	\$1,372,150	\$1,264,940
Cemetery Fees	\$300,030	\$295,000	\$275,000
Rent of City Property	\$562,300	\$596,405	\$597,160
White Goods	\$33,555	\$35,000	\$25,000
TOTAL	\$2,300,655	\$2,299,095	\$2,162,100

ANIMAL BOARDING

The Animal Commission is reimbursed by dog owners for kennel costs and administrative costs when a dog has been picked up by the City Animal Control Officer.

CABLE FRANCHISE LICENSE FEES

Revenues are received from Comcast. As Comcast cable television revenues increase, the municipal access fees received by the City will increase proportionately and will be used to support municipal programming. If municipal access fees decrease, the Cable Department will be more dependent on property taxes.

CHARGES FOR SERVICES

CEMETERY FEES

The Public Works Department maintains the Cambridge Cemetery. Fees help support the cost of operating the cemetery. The fee for a single grave opening is \$1,200 and a cremation opening is \$320.

RENT OF CITY PROPERTY

The City will receive rent proceeds (\$561,160) from the Cambridge Housing Authority for tenancy at 5 Western Avenue as an offset to the Debt Service costs for the renovation of the Alice K. Wolf Center. In addition, the City will receive \$36,000 from the Cambridge YWCA for emergency family housing located in a City-owned building and the New School of Music. These funds are used to support the Public Works Budget.

WHITE GOODS

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

PARKING

FY21: \$11,647,930*

PARKING CHARGES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Boot Removal Fees	\$10,250	\$20,465	\$33,500
Business Parking Permits	\$84,490	\$75,000	\$80,000
Meter Collection	\$5,907,480	\$3,337,610	\$4,435,150
Parking Garages	\$4,895,505	\$3,861,655	\$5,099,280
Parking Lots	\$1,005,770	\$780,520	\$1,050,000
Resident Stickers	\$813,515	\$739,390	\$700,000
Use of Meters	\$368,240	\$200,000	\$250,000
TOTAL	\$13,085,250	\$9,014,640	\$11,647,930

*Does not include \$969,975 in parking revenues that will be used in the Capital Budget.

PARKING FUND

This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see Fines and Forfeits) and interest earnings (see Miscellaneous Revenue). These revenues are then distributed to help fund programs permitted under Chapter 44 of the Massachusetts General Laws. In addition to funding the Traffic, Parking, and Transportation (TP&T) Budget, parking revenues will also support the following City departments: Finance (\$27,950), Law (\$100,00), Police (\$3,841,845), Public Works, (\$3,296,935), Community Development (\$660,895), School (\$100,000), Cherry Sheet Assessments (\$481,300), Executive (\$255,000), and Electrical (\$22,935).

BOOT REMOVAL FEE

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

CHARGES FOR SERVICES

BUSINESS PARKING PERMITS

Business parking permits are issued by TPT on a limited basis to accommodate users who travel around the city for work-related purposes.

METER COLLECTIONS

The rate for on-street meters ranges from \$1 - \$1.50 per hour. Time limits vary by location.

PARKING GARAGES

Revenue is raised from the following: Green Street Municipal Parking Garage (\$2 per hour) and the East Cambridge Municipal Parking Garage (\$2 per hour). There are 1,328 parking spaces in these facilities.

PARKING LOTS

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

RESIDENT STICKERS

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

USE OF METERS

Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit such as when a company requests the use of the meter spaces for construction work. The fee is \$13 per meter per day. TPT operates a permit database that includes online applications to improve efficiency, customer service, and revenue collection.

SEWER SERVICE

FY21: \$58,192,560*

SEWER SERVICES CHARGES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Sewer Connection Fee	\$481,035	\$650,000	\$125,000
Sewer Service Charge	\$53,414,185	\$55,500,000	\$58,067,560
TOTAL	\$53,895,220	\$56,150,000	\$58,192,560

*Does not include \$3,050,000 in sewer revenues that will be used in the Capital Budget.

SEWER CONNECTION FEE

The City charges a sewer connection fee for every new plumbing connection into the City's wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that are being connected to the sewer. The rate schedule is as follows: residential (\$45), commercial (\$70), and industrial (\$110). \$125,000 of Sewer Connection Fee revenue is allocated to Public Works.

CHARGES FOR SERVICES

SEWER SERVICE CHARGE

Each year, the City authorizes a Sewer Service Charge to shift sewer expenditures away from property taxes. Sewer Service charges are included in the General Fund. Implementation of this charge makes the City eligible for sewer construction grants and low-interest loans from the U.S. Environmental Protection Agency and the MA Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. The FY21 sewer rate increase is 6.3% while the water rate increase is 0% which calculates to a combined rate increase of 4.8%. The Sewer Service Charge revenue is allocated to the following City departments: Finance (\$225,000), Public Works (\$4,235,930), Debt Service (\$26,409,030), Massachusetts Water Resource Authority (\$27,153,100), and Community Development (\$44,500).

WATER

FY21: \$13,554,525*

WATER CHARGES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Misc. Water Charges	\$675,840	\$775,000	\$750,000
Water Usage	\$17,751,090	\$12,855,160	\$12,804,525
TOTAL	\$18,426,930	\$13,630,160	\$13,554,525

*Does not include \$4,680,000 in water usage revenue that will be used in the Capital Budget.

MISCELLANEOUS WATER CHARGES

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

WATER USAGE

The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY21 rates, effective for all water consumed as of April 1, 2020 represent a 0% increase in the water rate and a 6.3% increase in the sewer rate, with a 4.8% increase in the combined rate.

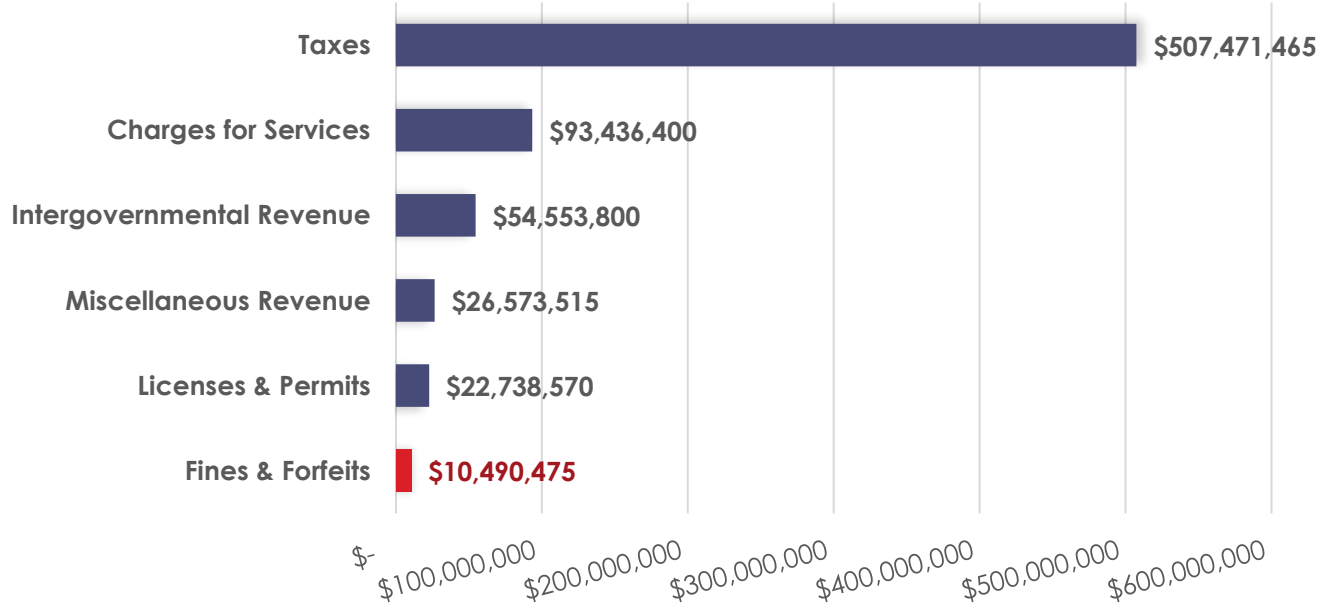
Block	Annual Consumption	Water Rate	Sewer Rate
1	0-40 CeF	\$3.02	\$12.51
2	41-400 CeF	\$3.24	\$13.22
3	401-2,000 CeF	\$3.44	\$14.20
4	2,011-10,000 CeF	\$3.65	\$15.30
5	Over 10,000 CeF	\$3.96	\$16.26

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

In addition to funding the Water Department budget, Water Fund revenues will also support the following City departments: Finance (\$225,000), Public Works (\$458,285), Community Development (\$30,000), and Animal Commission (\$10,000).

FINES & FORFEITS

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



FINES & FORFEITS SUMMARY

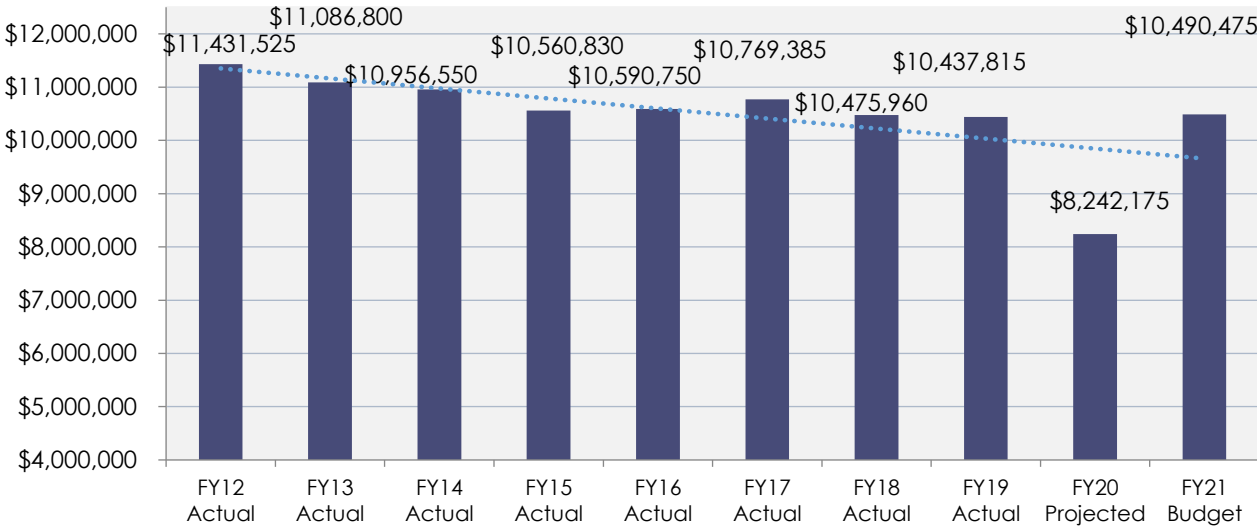
FY21: \$10,490,475

FINES & FORFEITS	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
ANIMALS	\$2,485	\$2,000	\$2,000
BICYCLE	\$1,500	\$300	\$500
FALSE ALARMS	\$56,890	\$54,000	\$54,000
HACKNEY	\$60	\$0	\$0
LIBRARY	\$77,870	\$65,000	\$65,000
MOVING VIOLATIONS	\$200,830	\$300,000	\$250,000
NOISE FINES	\$11,100	\$13,200	\$6,000
PARKING	\$10,083,705	\$7,806,975	\$10,111,975
WEIGHT & MEASURES CIVIL CITATIONS	\$3,375	\$700	\$1,000
TOTAL	\$10,437,815	\$8,242,175	\$10,490,475

FINES & FORFEITS

Fines & Forfeits are penalties levied for violations of the City's municipal code. Parking fines are the largest revenue source in this category. Fines & Forfeits will account for 1.5% of total General Fund revenues.

TEN-YEAR HISTORY OF FINES & FORFEITS



ANIMAL FINES

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

BICYCLE FINES

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

FALSE ALARM FINES

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

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

FINES & FORFEITS

HACKNEY FINES

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

LIBRARY FINES

Revenue is generated from payments for lost, late, or damaged items.

MOVING VIOLATIONS

Non-parking offenses result in fines for moving violations. Among the violations included in this category are speeding, passing in the wrong lane, and failing to stop at a traffic signal. These fines, collected by the Registry of Motor Vehicles, are distributed to the City on a monthly basis and used as revenue in the Police Department Budget.

NOISE FINES

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

PARKING FINES

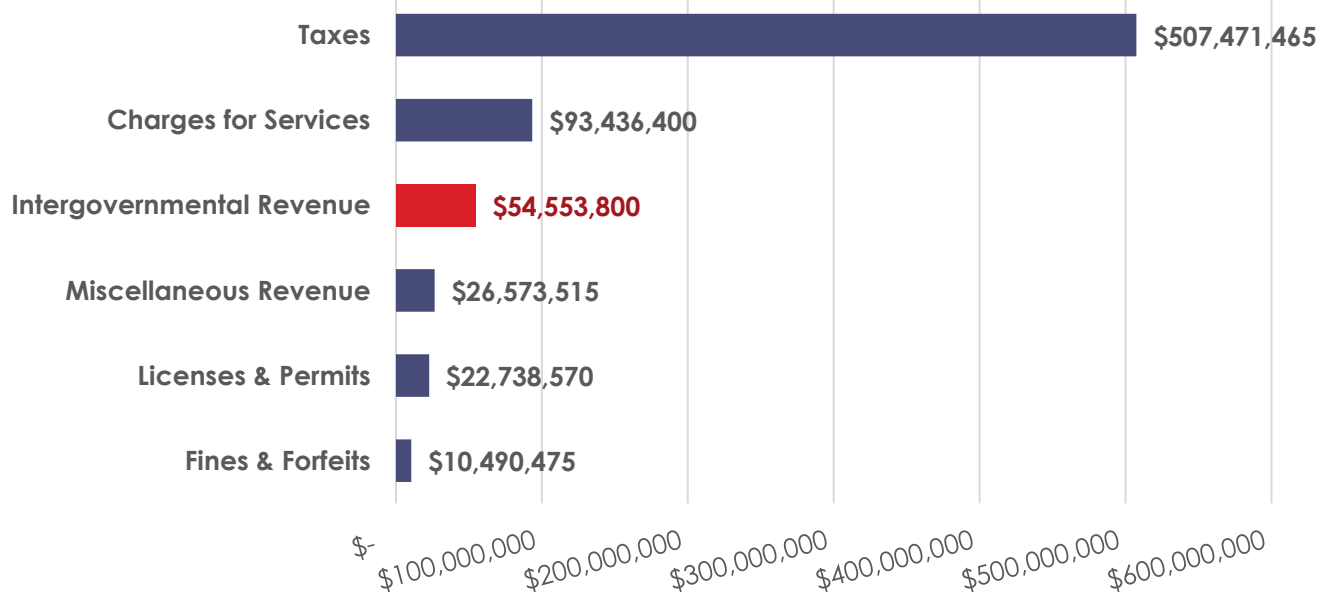
The timely collection of Parking Fines is supported by a computerized collection and processing database, the boot program, and the fact that violators are prohibited from renewing their driver's license, registration, or obtaining a resident parking permit until all outstanding tickets are paid in full. Parking Fines will also support the following City departments: Executive Department (\$215,000), Law Department (\$97,500), Finance (\$4,000), Police Department (\$2,603,425), Public Works (\$1,058,195), Community Development (\$140,000), School Department (\$100,000), and Traffic (\$5,893,855).

WEIGHTS & MEASURES CIVIL CITATIONS

Citations are issued to businesses that do not comply with weights and measures regulations under Massachusetts General Laws.

INTERGOVERNMENTAL REVENUE

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



INTERGOVERNMENTAL REVENUE SUMMARY

INTERGOVERNMENTAL REVENUE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET	% OF FY21 INTERGOV. REVENUE
FEDERAL GRANTS	\$2,989,375	\$1,119,225	\$1,060,495	1.9%
OTHER INTERGOV. REVENUE	\$8,035,655	\$8,819,445	\$9,506,820	17.4%
STATE CHERRY SHEET REV.	\$39,379,060	\$42,423,045	\$43,806,280	80.3%
STATE GRANTS	\$167,705	\$185,400	\$180,205	0.3%
TOTAL	\$50,571,795	\$52,547,115	\$54,553,800	100.0%

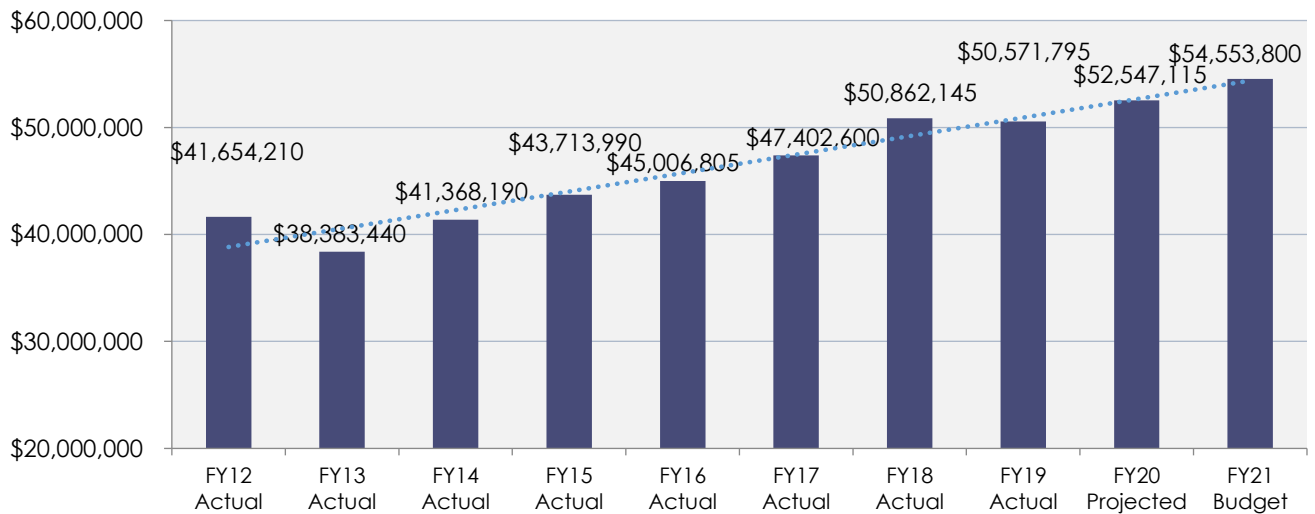
INTERGOVERNMENTAL REVENUE

Intergovernmental Revenue includes Federal and State grants, other governmental revenues, and state aid revenue. Examples include the State's Cherry Sheet allocation and Federal funds received from the Community Development Block Grant. Intergovernmental revenue will account for 7.6% of total General Fund revenues.

GRANT FUND

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

TEN-YEAR HISTORY OF INTERGOVERNMENTAL REVENUE



FEDERAL GRANTS

FY21: \$1,060,495*

FEDERAL GRANTS	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Com. Dev. Block Grant	\$2,989,375	\$1,087,815	\$1,060,495
HOME Grant	\$0	\$31,410	\$0
TOTAL	\$2,989,375	\$1,119,225	\$1,060,495

*Does not include \$1,540,200 in CDBG funds that will be used in the Capital Budget.

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

INTERGOVERNMENTAL REVENUE

COMMUNITY DEVELOPMENT BLOCK GRANT

The primary objectives of the federally funded Community Development Block Grant (CDBG) are the funding of programs that develop viable urban communities by providing affordable housing, enhancing the physical environment, preserving the diversified employment base, and improving the quality of public services. FY21 CDBG funds are allocated as follows: Community Development (\$670,405) and the Department of Human Service Programs (\$390,090).

HOME GRANT

The FY20 HOME Grant partially funded HOME activity salaries.

OTHER GOVERNMENTAL REVENUE

FY21: \$9,506,820

OTHER GOVERNMENTAL REVENUE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Cambridge Health Alliance	\$7,588,510	\$8,401,615	\$8,506,820
Medicaid Reimbursement	\$447,145	\$417,830	\$1,000,000
TOTAL	\$8,035,655	\$8,819,445	\$9,506,820

CAMBRIDGE HEALTH ALLIANCE

The Cambridge Health Alliance reimburses the City for its share of contributory retirement system costs (\$8,506,820) that are budgeted in the Employee Benefits Department.

MEDICAID REIMBURSEMENT

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

STATE CHERRY SHEET REVENUE

FY21: \$43,806,280

FEES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
EDUCATION REIMBURSEMENT	<u>\$770,480</u>	<u>\$2,087,515</u>	<u>\$2,087,515</u>
Charter School Tuition Reimbursement	\$770,480	\$2,087,515	\$2,087,515
GEN. GOVT. REIMB/DISTRIB	<u>\$937,410</u>	<u>\$766,235</u>	<u>\$766,235</u>
Library Aid	\$137,880	\$141,225	\$141,225
Real Estate Abatements	\$354,560	\$163,625	\$163,625
Veterans' Benefits	\$444,970	\$461,385	\$461,385
SCHOOL/LOCAL AID (UGGA)	<u>\$37,671,170</u>	<u>\$39,569,295</u>	<u>\$40,952,530</u>
School Aid/Chapter 70	\$15,458,665	\$15,454,155	\$18,140,290
Unrestricted General Gvt. Aid/Local Aid	\$22,212,505	\$24,115,140	\$22,812,240
TOTAL REVENUE	\$39,379,060	\$42,423,045	\$43,806,280

INTERGOVERNMENTAL REVENUE

Every year the Commonwealth sends each municipality a "Cherry Sheet," named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing the state assessments to municipalities for MBTA, MAPC, air pollution control districts, and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, and a number of school related items.

Cherry Sheet revenue is used in funding 22 City departmental Operating Budgets and for Cherry Sheet Assessments. The City estimates Chapter 70 School Aid and Unrestricted General Government Aid (UGGA) revenue of \$40,952,530 in FY21. These two local aid categories represent 5.7% of the total Operating Budget.

EDUCATION REIMBURSEMENT

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

GENERAL GOVERNMENTAL REIMBURSEMENT DISTRIBUTION

- **Library Aid.** This sum includes a Library Incentive Grant of \$0.50 per capita and a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation. All Library Aid funding is contingent upon the municipal library being certified annually by the Massachusetts Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.
- **Real Estate Exemptions.** The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses, and the legally blind. Under state law, municipalities are reimbursed in part or in full for abated taxes for veterans with disabilities or Purple Hearts depending on the extent of the veteran's disability. The base exemption amount is \$400 and can be increased to as much as the full amount of the veteran's real estate tax depending upon the extent of the veteran's disability. State law also provides an abatement of \$500 for a legally blind person which can be increased to a maximum of \$1,000, depending upon the tax increase over the prior year. In addition, persons over age 65 with yearly maximum earnings of \$27,234 for a single person or \$40,852 for a married couple, minus minimum social security receipts, domiciled in the property for five years and in the state for 10 years, with assets, if single, not in excess of \$54,465, or married, in excess of \$74,890, excluding the first three dwelling units of the domicile, receive a base exemption of \$1,000. This can be increased up to \$2,000, depending upon the amount of the applicant's tax increase.
- **Veterans' Benefits and Aid to Dependents of Veterans.** Under MGL Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services assigns to the City an amount equal to 75% of the total expenditures for veterans' benefits.

INTERGOVERNMENTAL REVENUE

SCHOOL/LOCAL AID

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

STATE GRANTS

FY21: \$180,205

STATE GRANTS	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Additional Voting Hours	\$43,460	\$17,000	\$0
Consumers' Council Grant	\$54,000	\$54,000	\$65,000
Mass. Cultural Council	\$19,980	\$19,960	\$20,700
Reimb/Non-Contrib Pensions	\$5,895	\$50,000	\$50,000
State MCWT Subsidy	\$44,370	\$44,440	\$44,505
TOTAL	\$167,705	\$185,400	\$180,205

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

ADDITIONAL VOTING HOURS

The state funds additional voting hours for Primary and General Elections.

CONSUMERS' COUNCIL

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

MASSACHUSETTS CLEAN WATER TRUST SUBSIDY

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

MASSACHUSETTS CULTURAL COUNCIL (MCC)

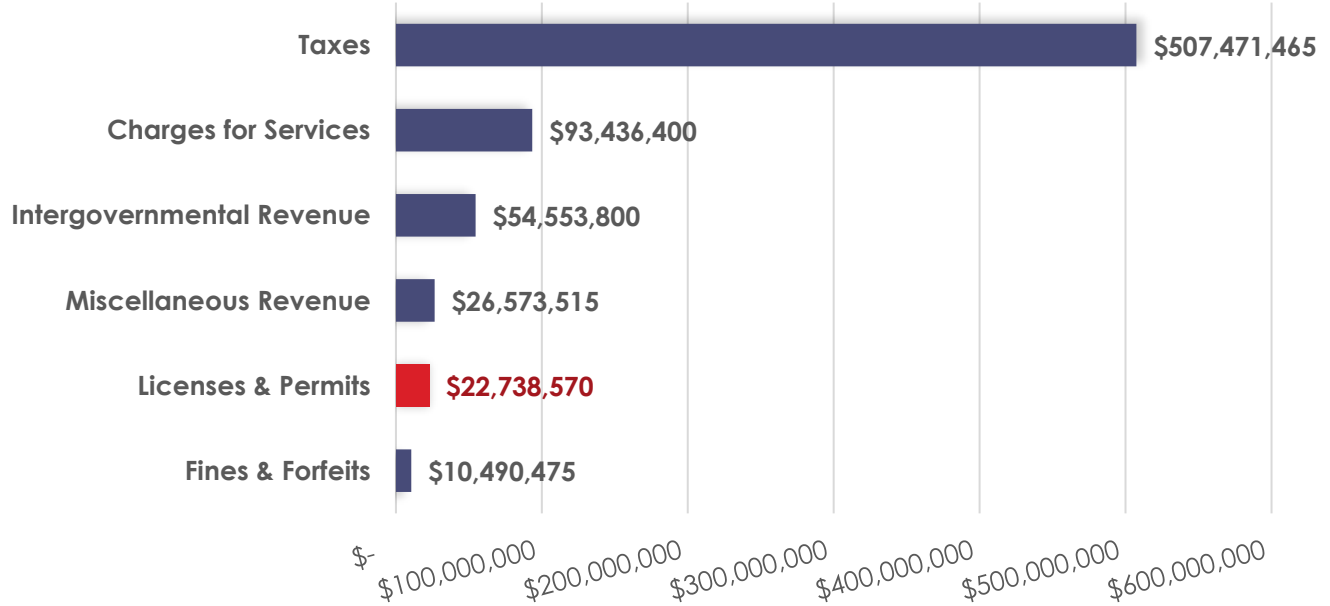
The Arts Council receives a MCC Cultural Investment Portfolio Grant (CIP) to provide operating support to offset administrative and programming costs.

REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS

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

LICENSES & PERMITS

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



LICENSES AND PERMITS SUMMARY

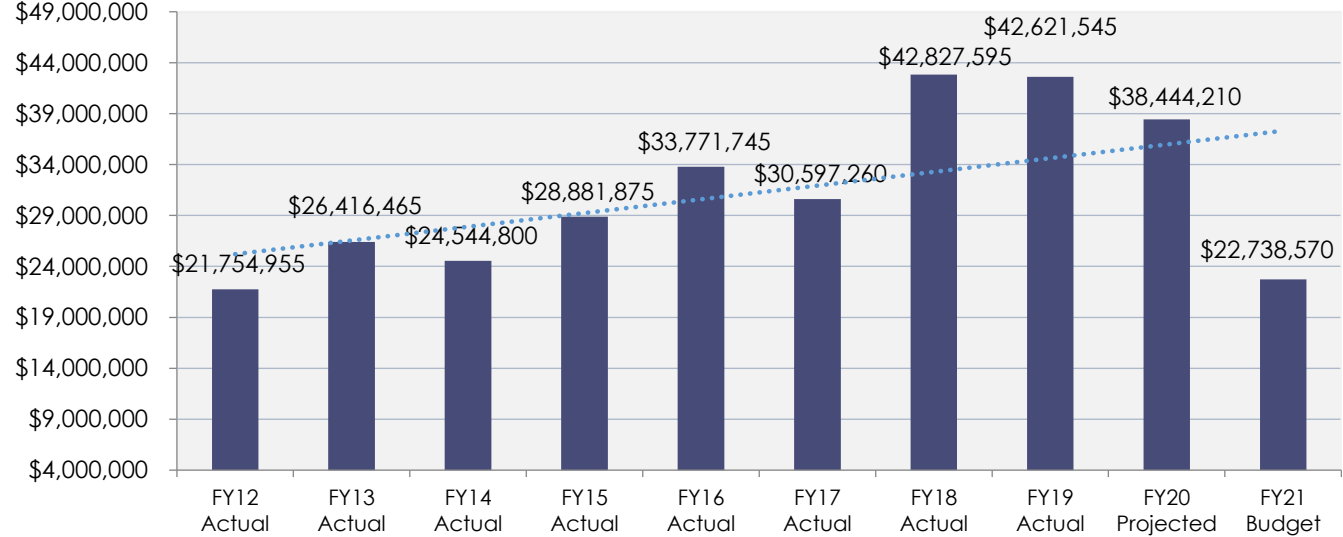
LICENSES AND PERMITS	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET	% OF FY21 L&P REVENUE
LICENSES	\$3,008,230	\$2,884,060	\$2,820,150	12.4%
PERMITS	\$39,613,315	\$35,560,150	\$19,918,420	87.6%
TOTAL	\$42,621,545	\$38,444,210	\$22,738,570	100.0%

LICENSES & PERMITS

License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of the Police Commissioner, the Fire Chief, and the Chairperson of the License Commission. All fees are set by one of three methods: state law, City ordinance, or License Commission policy or regulation. A complete fee structure is available at the License Commission Office at 831 Massachusetts Avenue or through its webpage www.cambridgema.gov/license. License revenue will account for 0.4% of total General Fund revenues.

Permits are required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical, or plumbing services). The bulk of permit revenue is brought in through building permits collected by the Inspectional Services Department. All construction and development in the city must be issued a building permit based on the cost of construction. A complete fee schedule is available at the Inspectional Services Department at 831 Massachusetts Avenue or through its webpage www.cambridgema.gov/inspection. Permit Revenue will account for 2.8% of total General Fund revenues.

TEN-YEAR HISTORY OF LICENSES & PERMITS



LICENSES & PERMITS

LICENSES

FY21: \$2,820,150

LICENSES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Alcoholic Beverages	\$1,037,810	\$950,000	\$1,000,000
Builders	\$7,820	\$5,000	\$3,500
Common Victualer	\$85,525	\$85,000	\$85,000
Disposal	\$4,400	\$1,600	\$1,600
Dog Licenses	\$44,730	\$45,000	\$45,000
Dumpster	\$119,175	\$122,000	\$85,000
Entertainment	\$197,665	\$195,000	\$180,000
Garage/Gasoline	\$476,405	\$490,000	\$490,000
Hackney	\$9,195	\$6,660	\$2,000
Health Related	\$250,950	\$204,350	\$176,500
Lodging House	\$309,940	\$350,000	\$345,000
Marriage	\$45,940	\$45,000	\$41,500
Milk	\$6,500	\$6,400	\$6,000
Miscellaneous	\$54,200	\$45,000	\$30,000
Motor Vehicle Related	\$61,600	\$58,000	\$58,000
Newspaper Boxes	\$1,925	\$1,250	\$1,250
Pole and Conduit	\$188,460	\$185,000	\$185,000
Property Use	\$52,750	\$40,000	\$35,000
Recreation Camps	\$13,150	\$12,000	\$15,000
Shops and Sales	\$2,050	\$1,800	\$1,800
Short Term Rentals	\$23,800	\$25,000	\$25,000
Street Performers	\$2,040	\$0	\$0
Tobacco	\$12,200	\$10,000	\$8,000
TOTAL	\$3,008,230	\$2,884,060	\$2,820,150

ALCOHOLIC BEVERAGES LICENSES

Pursuant to G. L. c. 138 and the Special Acts of 1922, the Board of License Commissioners can grant, suspend, revoke, and regulate licenses for the sale of alcoholic beverages. The license fee depends on the type of liquor license being issued and the category of alcohol being sold.

BUILDER'S LICENSES

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

COMMON VICTUALER LICENSES

The common victualer license, issued by the License Commission pursuant to MGL chapter 140, allows food and non-alcoholic beverages to be sold and consumed on the premises.

LICENSES & PERMITS

DISPOSAL LICENSES

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

DOG LICENSES

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

DUMPSTER LICENSES

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

ENTERTAINMENT LICENSES

Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment. Theater licenses are based on annual attendance and number of screens or stages. The License Commission issues and regulates the entertainment licenses.

GARAGE WITH/WITHOUT FLAMMABLE LICENSES

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

HACKNEY FEES & LICENSES

There are 257 medallions that have been issued and approved by the Board of License Commissioners. Due to the state of the taxi industry, it is estimated that at least 132 of those medallions are not in use. Every year, bi-annually, the vehicles to which the medallions were issued are subject to inspection by the Hackney Police Officers. In addition, every year, individuals who have been licensed as hackney drivers must renew their license by submitting themselves to a Criminal Offender Record Information and Driving History checks. In consideration of the decline in the industry, the fees charged for the inspection of the vehicles and the renewal of the driver's licenses have been waived since FY17.

HEALTH RELATED LICENSES

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

LODGING/INNHOLDER LICENSES

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

LICENSES & PERMITS

MARRIAGE LICENSES

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

MILK LICENSES

The Inspectional Services Department issues and renews licenses to serve and/or sell dairy products. The yearly fee is \$10.

MISCELLANEOUS LICENSES

The Board of License Commissioners issues several other types of licenses which it includes in this revenue category. These include, but are not limited to, fortune tellers, hawkers/peddlers, and open-air festivals.

MOTOR VEHICLE RELATED LICENSES

The Board of License Commissioners issues licenses for used car dealers (\$200), automobile rental agencies (\$121), and livery services.

NEWSPAPER BOX FEES

The City charges a newspaper box fee for all newspaper or publication boxes located on public ways. Each publisher is assessed a \$200 annual fee plus \$25 per box. Owners who violate the City Ordinance regulating the placement and maintenance of newspaper boxes are subject to removal and storage fees of up to \$200 per box. The Public Works Department issues the newspaper box fees.

POLE & CONDUIT PERMITS

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

PROPERTY USE LICENSES

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

RECREATION CAMP FEES

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

LICENSES & PERMITS

SHOPS & SALES LICENSES

The Board of License Commissioners issues licenses to antique and second hand good stores, and auctioneers. The annual license fees are: antique and second hand goods \$100, and auctioneers \$100. One day auctioneer permits are also issued for a cost of \$31 per day.

SHORT-TERM REGISTRATION FEE

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

STREET PERFORMER LICENSES

Starting in FY19, all fees for Street Performer Licenses have been waived based on change to the City Ordinance.

TOBACCO LICENSES

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

PERMITS

FY21: \$19,918,420*

PERMITS	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Air Rights/Public Ways	\$0	\$0	\$15,000
Building	\$33,833,825	\$31,000,000	\$15,250,000
Fire	\$200,305	\$145,000	\$140,000
Firearm	\$3,925	\$3,000	\$3,000
Gas	\$155,415	\$130,000	\$130,000
Mechanical	\$375,190	\$240,000	\$150,000
Occupancy Certifications	\$169,385	\$215,000	\$45,000
Place of Assembly	\$500,065	\$475,000	\$500,000
Plan Review	\$3,685	\$40,350	\$55,000
Plumbing	\$278,895	\$225,000	\$170,000
Sheet Metal	\$106,425	\$90,000	\$70,000
Sprinkler	\$129,720	\$120,000	\$95,000
Street Obstruction	\$1,098,130	\$925,000	\$1,284,420
Street Opening	\$1,732,165	\$1,150,000	\$1,410,000
Sunday	\$1,400	\$1,800	\$1,000
Wiring	\$1,024,785	\$800,000	\$600,000
TOTAL	\$39,613,315	\$35,560,150	\$19,918,420

*Does not include \$4,998,630 in building permits revenue that will be used in the Capital Budget.

AIR RIGHTS OVER PUBLIC WAYS

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

LICENSES & PERMITS

BUILDING PERMITS

The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: \$20 per thousand, with a \$50 minimum. Building permits for the construction of three residential dwelling units or less is \$15 per thousand. The City conservatively estimates building permit revenue to guard against potential economic downturns.

FIRE PERMITS

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

FIREARMS PERMITS

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

GAS PERMITS

The Inspectional Services Department issues permits to licensed individuals to perform gas fitting work. The permit fee is based on the cost of the installations.

MECHANICAL PERMITS

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

OCCUPANCY CERTIFICATIONS

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

PLACE OF ASSEMBLY FEES

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

PLAN REVIEW PERMIT

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

LICENSES & PERMITS

PLUMBING PERMITS

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

SHEET METAL FEES

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

SPRINKLER PERMITS

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

STREET OBSTRUCTION PERMITS

The TPT Department issues over 6,500 permits per year to close streets or to occupy the street for special events, moving vans, tool trucks, dumpsters, and other temporary uses.

STREET OPENING & SIDEWALK OBSTRUCTION PERMITS

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

SUNDAY PERMITS

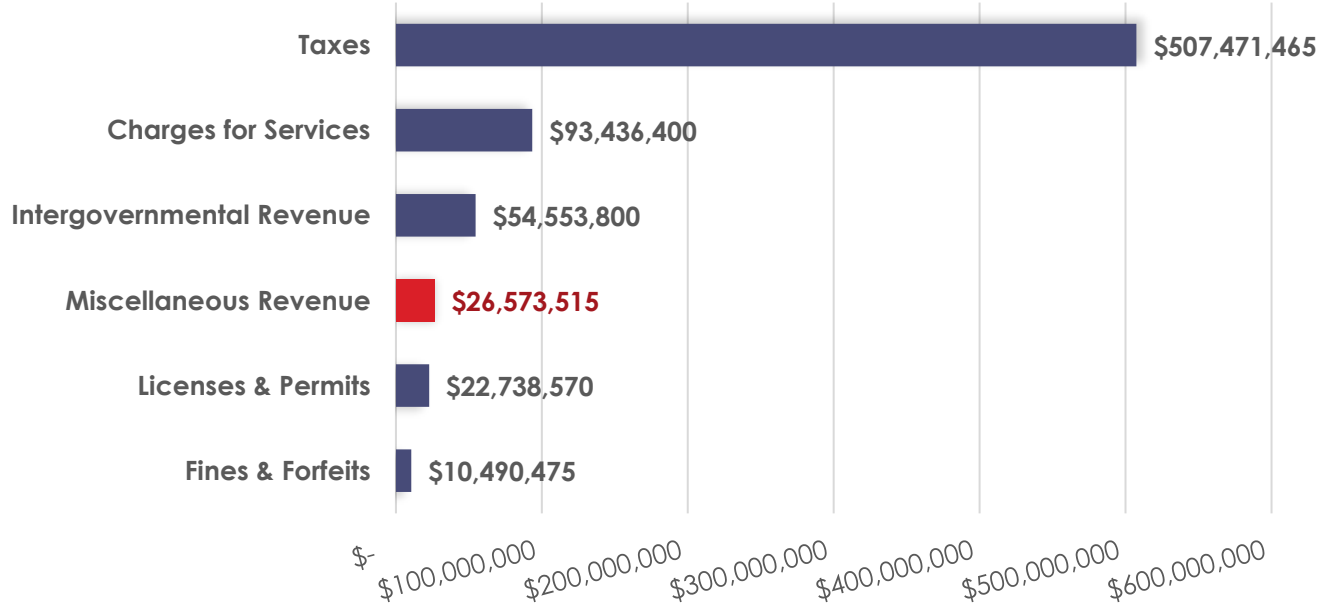
The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

WIRING PERMITS

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

MISCELLANEOUS REVENUE

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



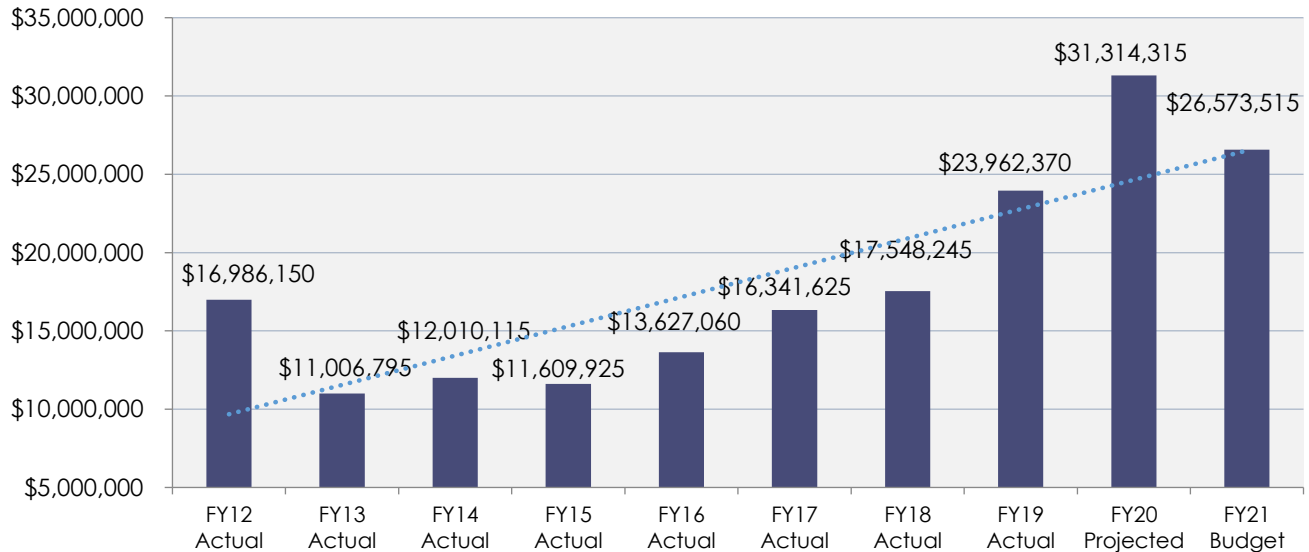
MISCELLANEOUS REVENUE SUMMARY

MISCELLANEOUS REVENUE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET	% OF FY21 MISC. REVENUE
INTEREST EARNINGS	\$6,801,850	\$8,847,975	\$5,020,000	18.9%
OTHER MISC. RECEIPTS	\$17,033,775	\$19,469,955	\$21,453,515	80.7%
SALE OF CITY PROPERTY	\$126,745	\$125,000	\$100,000	0.4%
TOTAL	\$23,962,370	\$28,442,930	\$26,573,515	100.0%

MISCELLANEOUS REVENUE

The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous Revenues will account for 3.7% of total General Fund revenues.

TEN-YEAR HISTORY OF MISCELLANEOUS REVENUE



INTEREST EARNINGS

FY21: \$5,020,000

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

General Fund interest earnings of \$4,670,000 have been included in the Operating Budget. In addition to this amount, \$310,000 in interest earnings is included in the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in the Public Works Budget.

Interest income is used to offset expenditures in: Community Development (\$60,000), Public Works (\$40,000), and Traffic, Parking, and Transportation (\$250,000).

MISCELLANEOUS REVENUE

OTHER MISCELLANEOUS REVENUE

FY21: \$21,453,515

OTHER MISCELLANEOUS REVENUE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
Bus Shelter Advertising	\$48,505	\$53,125	\$53,125
Claims Trust Transfer	\$11,500,000	\$11,500,000	\$12,500,000
Debt Stabilization Transfer	\$3,500,000	\$6,000,000	\$7,000,000
Electric Vehicle Charging Station Revenue	\$7,320	\$14,630	\$20,000
Misc. Reimbursement	\$51,095	\$154,310	\$154,190
Miscellaneous School Receipts	\$253,535	\$189,010	\$200,000
Overtime Reimbursement	\$140,835	\$125,000	\$105,000
Recycling	\$11,505	\$9,200	\$10,000
Royalties	\$315	\$1,200	\$1,200
Teacher Retirement Transfer	\$600,000	\$600,000	\$600,000
Traffic Knockdown	\$35,440	\$10,000	\$30,000
Traffic Mitigation Funds	\$30,000	\$30,000	\$30,000
Utility Net Metering Credits	\$855,225	\$783,480	\$750,000
TOTAL	\$17,033,775	\$19,469,955	\$21,453,515

BUS SHELTER ADVERTISING

The Community Development Department collects this revenue for advertising located in bus shelters.

CLAIMS TRUST TRANSFER

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

DEBT STABILIZATION TRANSFER

This fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. In FY21, \$7,000,000 will be used to cover debt service costs.

MISCELLANEOUS REIMBURSEMENT

The Public Works Department receives reimbursements (\$27,350) for utility costs associated with two community service programs located in City buildings and for fuel obtained at DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW Budget. The Fire Department receives reimbursements (\$12,000) for the limited use of a rental facility by a third party. The Inspectional Services Department receives reimbursements for laboratory animal inspections (\$114,840).

MISCELLANEOUS SCHOOL RECEIPTS

The School Department receives revenues related to vocational education and international tuition.

MISCELLANEOUS REVENUE

OVERTIME REIMBURSEMENT

The Police (\$80,000), and Public Works (\$25,000) Departments receive reimbursements from various outside organizations for overtime and services provided by City personnel.

RECYCLING

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

ROYALTIES

The Historical Commission offsets expenditures with income received from sales of its publications. Income is also earned from fees for research assistance, consultations on historic paint colors, the sale of photographic prints, and scans from the Commission's collections.

TEACHER RETIREMENT TRANSFER

This transfer will be used to offset retirement costs in the Employee Benefits Department. An update to the Pension Actuarial Study is done every two years. The FY21 amount is consistent with previous year allocations and available revenues.

TRAFFIC KNOCKDOWN

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

TRAFFIC MITIGATION FUNDS

The account is set up to receive annual mitigation of new development project(s) for traffic and urban development infrastructures. The owner of the CambridgeSide Galleria contributes \$30,000 a year to TP&T.

TRANSPORTATION NETWORK COMPANIES (TNC)

In FY21, \$750,000 of revenue received from TNC's will be allocated in the TP&T Public Investment Fund. These funds will be used to address the impact of TNC services on Cambridge streets, sidewalks and paths, focusing especially on Vision Zero supported infrastructure projects.

UTILITY NET METERING CREDITS

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

SALE OF CITY PROPERTY

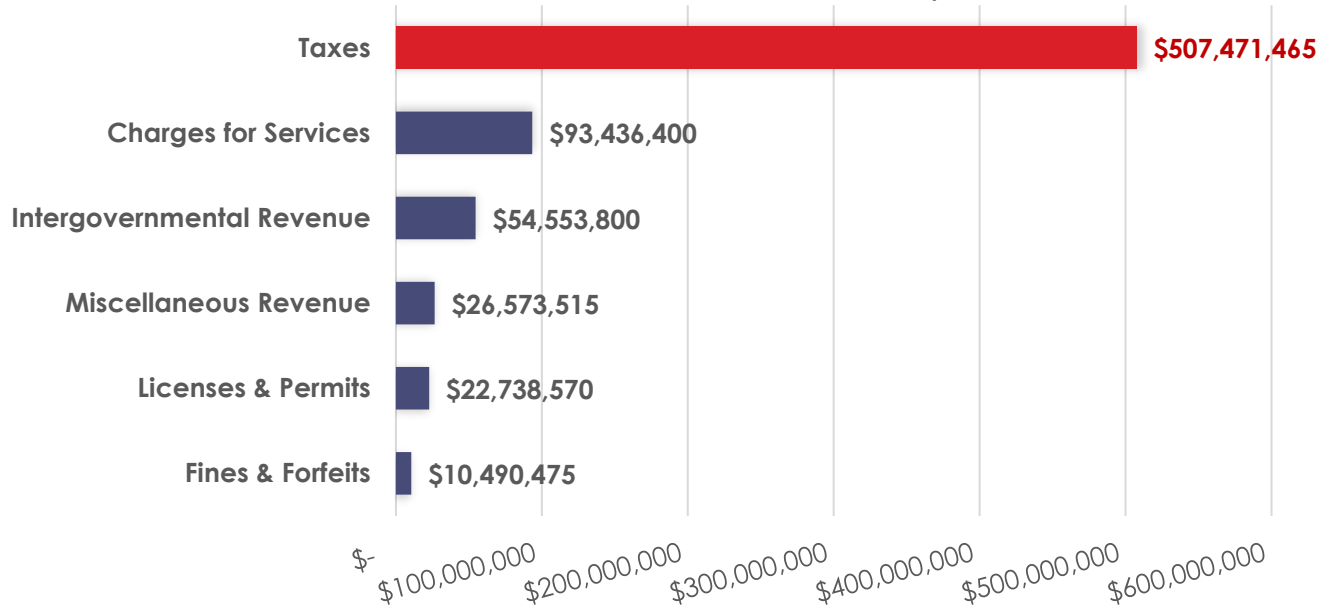
FY21: \$100,000

SALE OF CITY PROPERTY

Revenue is received from the sale of lots and graves at the City cemetery. The price of a single lot is \$1,600. Revenue from this source is used to support the operation and maintenance of the cemetery in the Public Works Budget.

TAXES

FY21 OPERATING BUDGET - REVENUES BY CATEGORY: \$715,264,225



TAXES SUMMARY

TAXES	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET	% OF FY21 TAXES
CORPORATION EXCISE TAX	\$373,385	\$0	\$0	0.0%
HOTEL/MOTEL EXCISE TAX	\$16,328,480	\$14,400,000	\$15,900,000	3.1%
IN LIEU OF TAX PAYMENTS	\$7,792,705	\$7,100,000	\$7,100,000	1.4%
MEALS EXCISE TAX	\$5,182,395	\$4,415,000	\$4,850,000	1.0%
MOTOR VEHICLE EXCISE TAX	\$8,133,465	\$7,000,000	\$7,600,000	1.5%
PENALTIES & DELINQUENT INTEREST	\$773,145	\$630,000	\$550,000	0.1%
PERSONAL PROPERTY TAX	\$21,952,505	\$21,287,360	\$22,907,385	4.5%
REAL PROPERTY TAX	\$389,327,960	\$416,841,335	\$448,564,080	88.4%
TOTAL	\$449,864,040	\$471,673,695	\$507,471,465	100.0%

TAXES

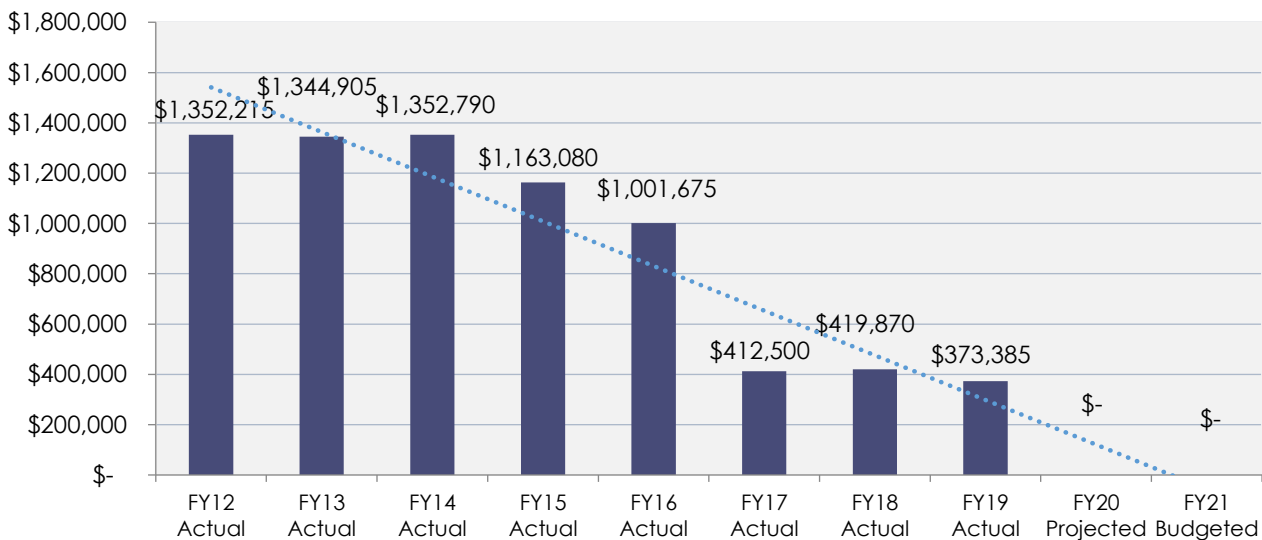
Taxes, primary property taxes, are assessed and levied by the City to fund a wide range of community services. Taxes will account for 70.9% of total General Fund revenues.

CORPORATION EXCISE TAX

FY21: \$0

Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is valid for an initial 15-year period and may be extended for an additional period not to exceed, in the aggregate, 40 years of the corporation's existence in the municipality. The excise tax is composed of an amount equal to 5% of the corporation's gross income in the preceding year and an amount equal to \$10 per thousand of agreed valuation. The City received the final payment in FY19.

TEN-YEAR HISTORY OF CORPORATION EXCISE TAX



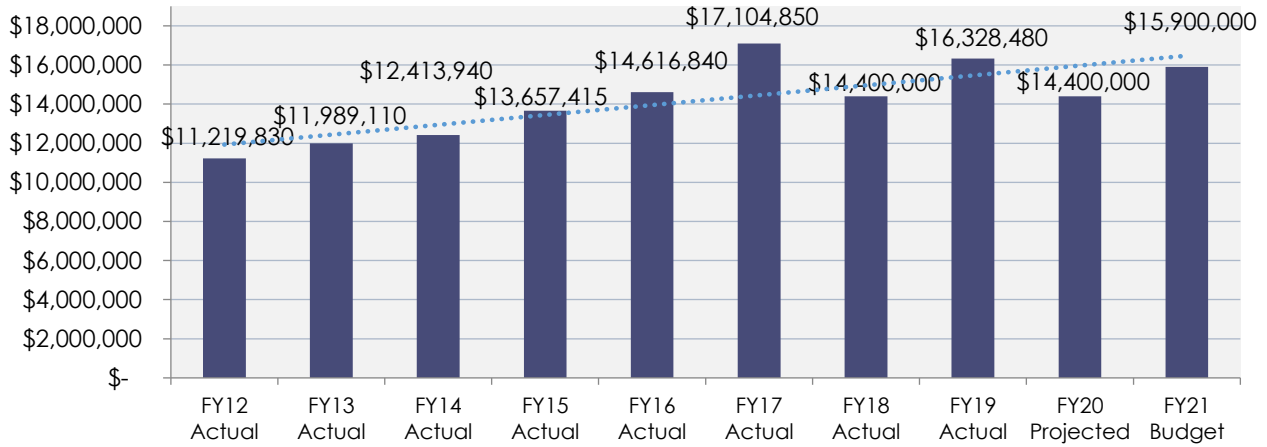
HOTEL/MOTEL EXCISE TAX

FY21: \$15,900,000

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

TAXES

TEN-YEAR HISTORY OF HOTEL/MOTEL TAX



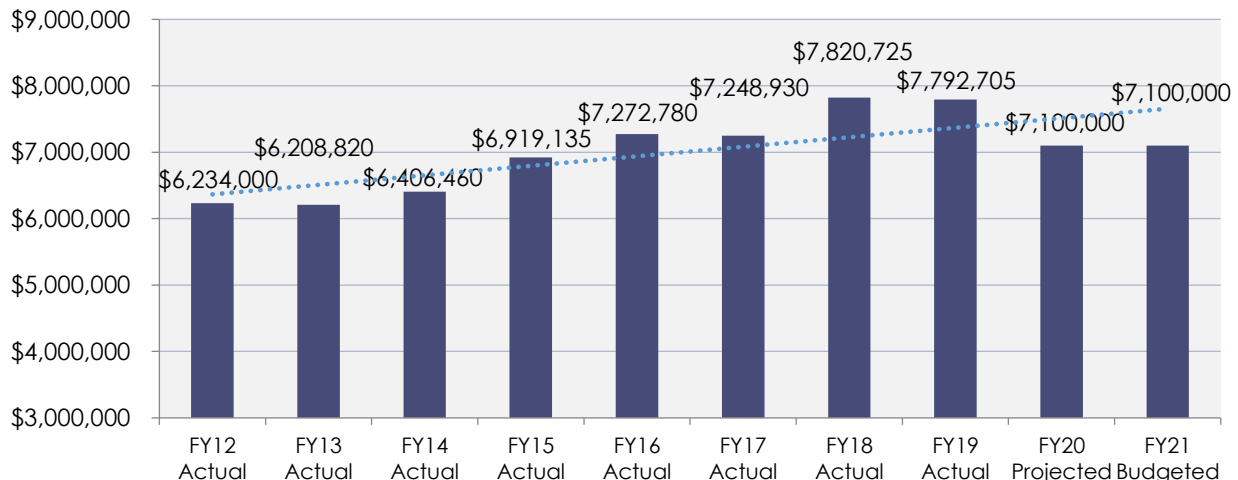
IN LIEU OF TAX PAYMENTS

FY21: \$7,100,000

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

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

TEN-YEAR HISTORY OF IN LIEU OF TAX PAYMENTS



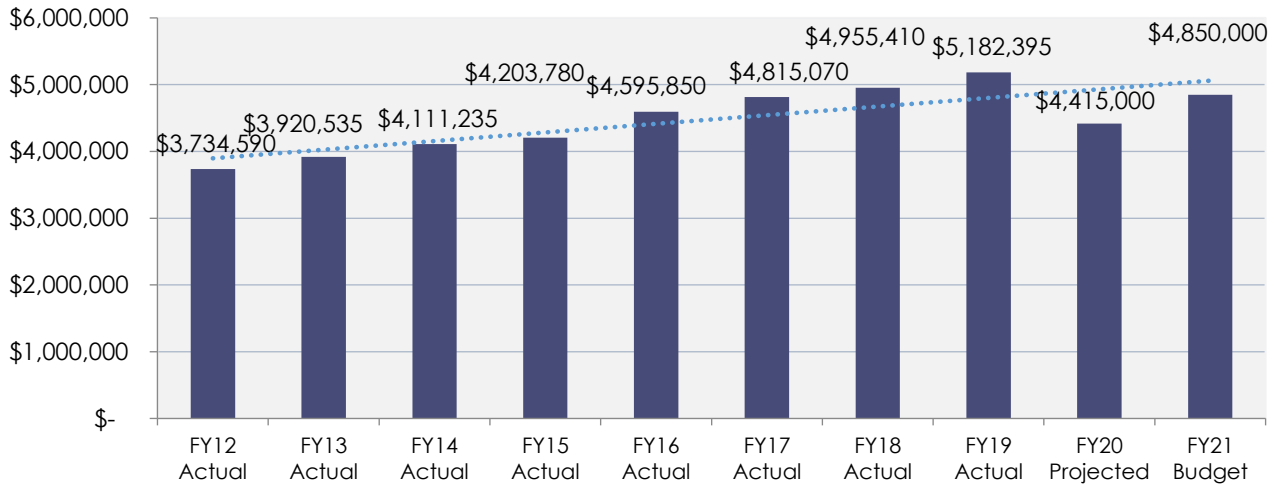
TAXES

MEALS EXCISE TAX

FY21: \$4,850,000

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

TEN-YEAR HISTORY OF MEALS EXCISE TAX



MOTOR VEHICLE EXCISE TAX

FY21: \$7,600,000

EXCISE TAX RECEIPTS

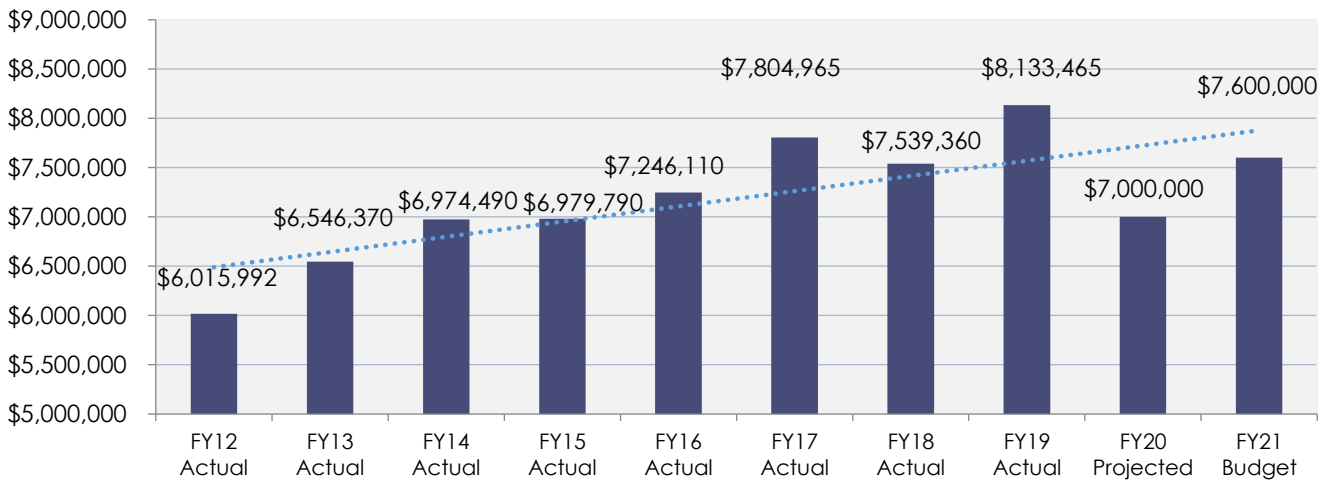
The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated, and information is provided to the deputy collectors on a quicker and more accurate basis. In FY20, the City sent out approximately 56,500 excise bills. The City has a web-based payment system that allows excise taxpayers to pay their bill online using their Visa or MasterCard credit cards.

REGISTRY NON-RENEWAL SYSTEM

The Registry of Motor Vehicles implemented a computer tracking system that forces auto owners to pay their excise taxes. Those who do not pay are not allowed to renew registrations and licenses. Cities and towns must notify the Registry of delinquent taxpayers and Cambridge currently prepares an excise collection activity computer tape for the Registry at regular intervals.

TAXES

TEN-YEAR HISTORY OF MOTOR VEHICLE EXCISE TAX



PENALTIES & DELINQUENT INTEREST

FY21: \$550,000

DELINQUENT INTEREST

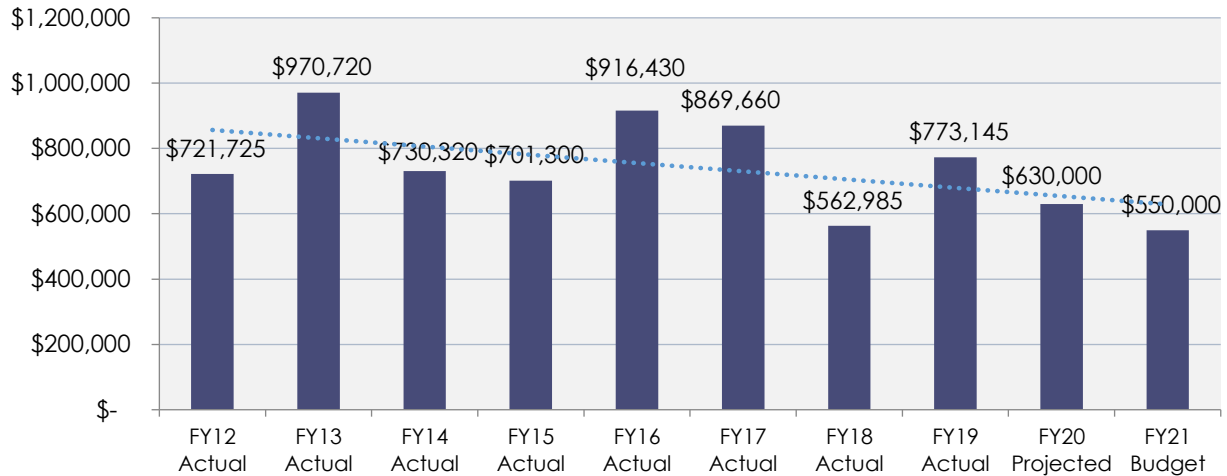
The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14% from the due date. Tax title accounts are charged 16% from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

PENALTY CHARGES

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

TAXES

TEN-YEAR HISTORY OF PENALTIES & DELINQUENT INTEREST



PERSONAL PROPERTY TAX

FY21: \$22,907,385

This tax is imposed on the personal property (stock, inventory, and laboratory or business equipment, furniture, fixtures, and machinery) of business firms located in the city. The Board of Assessors determines the value of all taxable personal property for approximately 2,576 accounts. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well. Manufacturing corporations pay personal property tax to the City on poles, wires, and conduit.

Recently, the City of Cambridge adopted a Personal Property Tax Exemption to benefit small businesses for fiscal year 2021. Personal property accounts with a total assessed value of less than \$10,000 are granted an exemption. This is the maximum allowed by state law. Additionally, the city has proposed a home rule petition to increase the exemption amount to \$20,000 in assessed value for Cambridge small businesses, which is pending approved as a special act by the legislature and Governor of the Commonwealth.

The personal property tax is projected to produce roughly 4.8% of the City's total property tax revenue. The delinquency rate has rarely exceeded 1%, mainly because the 10 largest accounts pay a majority of the total personal property tax.

The Highest Personal Property Taxpayers (FY20)		
1	NSTAR Electric	\$3,753,045
2	NSTAR Gas	\$1,397,280
3	Kendall Green Energy	\$1,160,899
4	Novartis Institute for Biomedical Research	\$1,669,849
5	Millennium Pharmaceutical	\$945,814
6	Amgen	\$796,426
7	Akamai Technology	\$658,535
8	Level 3 Communications	\$541,052
9	Verizon New England	\$352,627
10	Comcast of Massachusetts	\$203,674

TAXES

REAL PROPERTY TAX

FY21: \$448,564,080

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

TAX LEVIES & COLLECTIONS

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

Fiscal Year	Tax Levy	Overlay Reserve Abatements	Net Tax Levy (1)	Collections During FY Payable (2)	
				Amount	% of Net Levy
FY20	\$438,128,694	\$4,329,196	\$433,799,498		
FY19	\$409,809,861	\$4,565,850	\$405,244,011	\$408,507,179	100.81%
FY18	\$389,080,359	\$4,520,140	\$384,560,219	\$388,111,848	100.92%
FY17	\$372,674,087	\$4,388,635	\$368,285,452	\$362,130,356	98.33%
FY16	\$354,430,753	\$4,377,717	\$350,053,036	\$350,616,668	100.16%

1 Tax levy less overlay reserve for abatements.

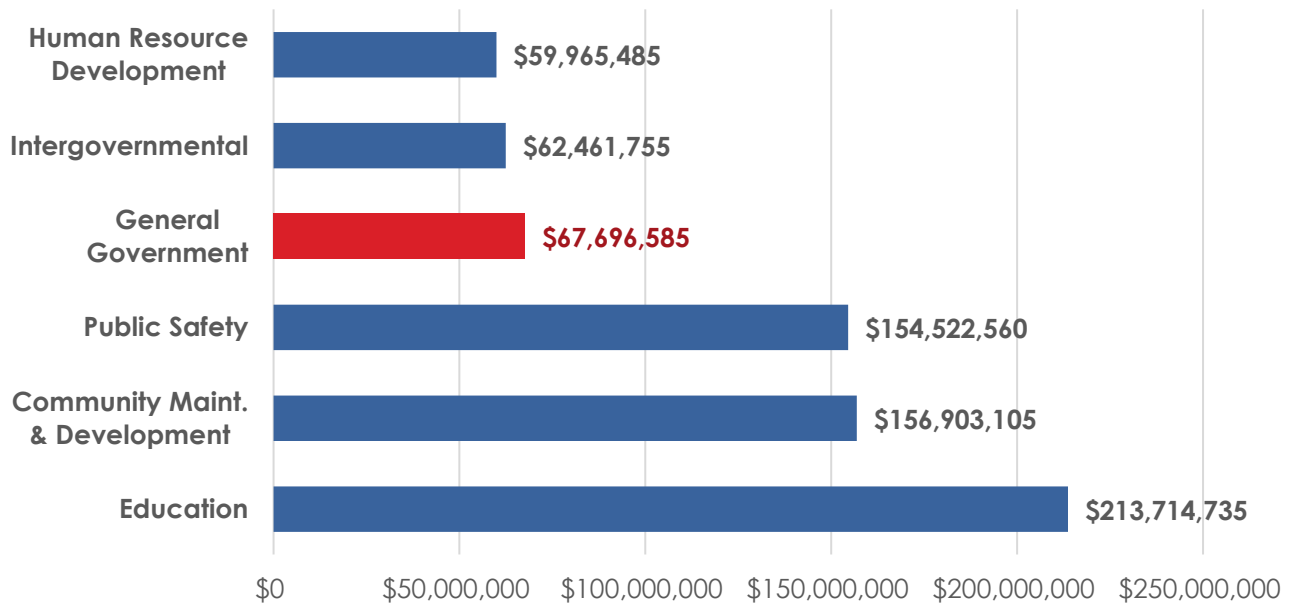
2 Actual collection of levy less refunds and amounts refundable, including proceeds of and tax possessions, but not including abatements of other credits.

The following table shows the net tax levy and the amount added as a reserve for abatements attributed to each levy for the most recent fiscal years:

Fiscal Year	Tax Levy	Overlay Reserve		Abatements During FY of Each Tax Levy
		Amounts	% of Total Levy	
FY20	\$438,128,694	\$4,329,196	1.0%	
FY19	\$409,809,861	\$4,565,850	1.1%	\$769,895
FY18	\$389,080,359	\$4,520,140	1.2%	\$1,175,062
FY17	\$372,674,087	\$4,388,635	1.2%	\$1,442,442
FY16	\$354,430,753	\$4,377,717	1.2%	\$1,008,309

GENERAL GOVERNMENT

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION

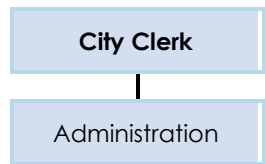


FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$874,605	\$838,850	\$839,650
FINES & FORFEITS	\$316,500	\$316,500	\$316,500
INTERGOVERNMENTAL REVENUE	\$13,908,320	\$14,548,115	\$14,637,060
LICENSES AND PERMITS	\$50,480	\$47,500	\$44,000
MISCELLANEOUS REVENUE	\$17,506,185	\$22,619,360	\$17,770,000
TAXES	\$37,608,790	\$30,024,410	\$34,089,375
TOTAL BUDGETED REVENUE	\$70,264,880	\$68,394,735	\$67,696,585
PROGRAM EXPENDITURES			
CITY CLERK	\$1,393,745	\$1,382,255	\$1,456,940
CITY COUNCIL	\$1,792,705	\$1,970,520	\$2,251,890
ELECTION COMMISSION	\$1,471,265	\$1,609,055	\$1,576,455
EMPLOYEE BENEFITS	\$20,219,255	\$27,031,575	\$29,263,815
EXECUTIVE	\$3,499,635	\$3,718,735	\$4,218,150
FINANCE	\$18,508,380	\$20,929,240	\$23,510,125
LAW	\$4,755,920	\$2,755,630	\$2,997,370
MAYOR	\$637,300	\$677,285	\$825,200
PUBLIC CELEBRATIONS	\$1,071,540	\$1,173,865	\$1,556,640
RESERVE	\$0	\$0	\$40,000
TOTAL BUDGETED EXPENDITURES	\$53,866,390	\$61,248,160	\$67,696,585

CITY CLERK

DEPARTMENT OVERVIEW

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



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

The Clerk’s Office has begun the process of posting the agendas for all City Council committee meetings at least 48 hours prior to the meeting. The office has also begun the process of transcribing all City Council and committee meetings. In addition, the office is making all recently-passed ordinances available online within one week of adoption.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$285,440	\$254,500	\$255,000
INTERGOVERNMENTAL REVENUE	\$19,300	\$19,300	\$19,300
LICENSES AND PERMITS	\$45,940	\$45,000	\$41,500
TAXES	\$1,020,720	\$1,044,675	\$1,141,140
TOTAL BUDGETED REVENUE	\$1,371,400	\$1,363,475	\$1,456,940
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,255,935	\$1,237,345	\$1,311,410
OTHER ORDINARY MAINTENANCE	\$137,355	\$140,490	\$141,110
TRAVEL & TRAINING	\$455	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,393,745	\$1,382,255	\$1,456,940
FULL-TIME BUDGETED EMPLOYEES	10	10	10

CITY CLERK - Administration

MISSION & SERVICES

The Clerk’s Office responds to a variety of public inquiries and provides assistance with birth certificates and other vital records in English, French, Haitian Creole, and Portuguese. The Clerk's Office strives to preserve original records from Cambridge's municipal beginnings in 1630 while simultaneously using modern technology to make information more accessible to members of the public.



Residents applying for vital records

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within 2 months	100%	100%	100%
2	Permanent bound record ready for publication within 18 months after completion of the legislative year	100%	100%	100%
2	Notification of Council actions completed 36 hours after meeting	100%	100%	100%
2	Updates to municipal code published within one week of ordination.	n/a	100%	100%
3	City Council agendas published on City website 72 hours prior to meeting	100%	100%	100%
3	Requests for vital records responded to within 24 hours	100%	100%	100%

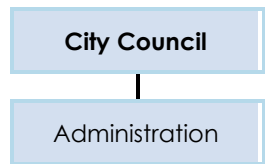
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,255,935	\$1,237,345	\$1,311,410
OTHER ORDINARY MAINTENANCE	\$137,355	\$140,490	\$141,110
TRAVEL & TRAINING	\$455	\$4,420	\$4,420
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,393,745	\$1,382,255	\$1,456,940
FULL-TIME BUDGETED EMPLOYEES	10	10	10

CITY COUNCIL

DEPARTMENT OVERVIEW

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies, and performs many related legislative tasks. The City Council meets regularly on Mondays at 5:30 p.m. from January-June and September-December in the Sullivan Chamber on the second floor of City Hall.



Policy-Making/Legislation (\$1,768,280): Every two years, nine City Councillors are elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council’s Chief Legislative Officer. The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides. As part of the FY21 Budget, City Council Aides will be budgeted as full-time, benefitted employees.

Council Services (\$291,730): The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

Governmental Relations (\$72,700): This allotment allows members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics and supports the professional development of the City Council staff. This allotment also supports the Council’s efforts to secure federal, state, and other aid to supplement the City’s funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City’s campaign to maximize assistance from external sources.

Inaugural: This is a biennial allocation for the City Council Inaugural. The next inaugural celebration will take place in FY22.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$14,110	\$14,110	\$14,110
TAXES	\$1,948,715	\$2,015,245	\$2,237,780
TOTAL BUDGETED REVENUE	\$1,962,825	\$2,029,355	\$2,251,890
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,739,650	\$1,812,605	\$2,115,190
OTHER ORDINARY MAINTENANCE	\$24,430	\$85,215	\$61,500
TRAVEL & TRAINING	\$28,625	\$72,700	\$75,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,792,705	\$1,970,520	\$2,251,890
FULL-TIME BUDGETED EMPLOYEES	2	2	2

CITY COUNCIL - ADMINISTRATION



Front Row: Dennis J. Carlone, Mayor Sumbul Siddiqui, Patricia M. Nolan, Marc C. McGovern, Vice Mayor Alanna M. Mallon Back Row: Quinton Y. Zondervan, Timothy J. Toomey, Jr., E. Denise Simmons, Jivan Sobrinho-Wheeler













MISSION & SERVICES

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

- **Civic Unity:** Considers matters relating to civil rights, human rights, race and class relations, and other aspects of civic unity.
- **Economic Development & University Relations:** Considers issues regarding the relationship between the City, educational institutions, and other partners to develop policies and programs that will enhance economic development and expand employment opportunities for residents.
- **Finance:** Considers matters relating to the financial interests of the City, including the City budget, sources of City revenue, appropriations and loans, and City bonding capacity.
- **Government Operations, Rules & Claims:** Considers matters relating to the effective delivery of City services, the functions and operations of City government, and City Council rules. The Committee also considers claims that have been filed against the City.
- **Health & Environment:** Considers matters relating to the health of residents and the physical environment of the City and works to improve City policies relating to health programs.
- **Housing:** Develops policies for the preservation and development of housing, with an emphasis on the needs of low-income residents and families.

- **Human Services & Veterans:** Develops and supports policies assuring a broad human service delivery system and considers all matters affecting veterans' services and benefits.
- **Neighborhood & Long-Term Planning, Public Facilities, Arts, and Celebrations:** Enhances quality of life as it relates to neighborhood livability, public art, and public celebrations.
- **Ordinance:** Considers the merit, form, and legality of ordinances presented to the City Council.
- **Public Safety:** Considers matters affecting the public safety of residents, including the performance and effectiveness of Police, Fire, Inspectional Services, and the Police Review and Advisory Board.
- **Transportation & Public Utilities:** Considers transportation, traffic, and parking matters.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

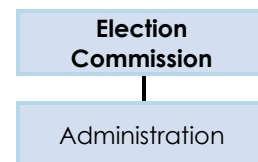
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,739,650	\$1,812,605	\$2,115,190
OTHER ORDINARY MAINTENANCE	\$24,430	\$85,215	\$61,500
TRAVEL & TRAINING	\$28,625	\$72,700	\$75,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,792,705	\$1,970,520	\$2,251,890
FULL-TIME BUDGETED EMPLOYEES	2	2	2

ELECTION COMMISSION

DEPARTMENT OVERVIEW

The Board of Election Commissioners was established by Chapter 329 of the Acts of 1921. The four-member Board is responsible for managing and supervising elections and the annual City Census; ensuring compliance with federal, state, and local election laws and the policies and guidelines established by the Board; managing staffing and operation of polling locations; and providing access to candidacy for those seeking elected office. The Board is also charged with informing residents about the significance of registering to vote and ensuring that no one who is qualified to vote is denied the right and opportunity to do so. Individuals from both major parties are appointed to the Board by the City Manager for staggered four-year terms. The role of the Board includes administration of Chapter 55 of the Massachusetts General Laws, which governs campaign and political finance reporting, and responsibility for implementing Chapters 2.117 and 2.118 of the Cambridge Municipal Code, known as the Ethics Ordinance.



The Executive Director of the Election Commission is a member of the Nineteenth Amendment Centennial Public Art Committee which was created in 2019 to plan and develop public artwork to celebrate the centennial of the ratification of the Nineteenth Amendment, and to commemorate the contributions of women that fought for women's suffrage.

In an effort to get the most accurate count in the 2020 Federal Census, the Election Commission will participate in the Complete Count Committee, which was developed to conduct outreach efforts to educate residents on the census and the importance of having an accurate count.

In FY21, the Commission will conduct the 2020 state Primary and Presidential Elections. Conducting the elections will require recruiting, appointing, and training over 200 poll workers and establishing open communication with wardens and clerks regarding new ideas for polling places and how to serve voters more effectively. Six early voting sites will be designated for voter convenience, and the 2020 Early Voting Guide will be distributed to every Cambridge household to educate and inform residents about absentee voting, voter registration, election related deadlines, and polling locations.

DEPARTMENT FINANCIAL OVERVIEW






FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$640	\$400	\$700
INTERGOVERNMENTAL REVENUE	\$125,710	\$99,250	\$82,250
TAXES	\$1,394,235	\$1,380,105	\$1,493,505
TOTAL BUDGETED REVENUE	\$1,520,585	\$1,479,755	\$1,576,455
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,228,455	\$1,203,815	\$1,237,555
OTHER ORDINARY MAINTENANCE	\$242,305	\$403,120	\$333,330
TRAVEL & TRAINING	\$505	\$2,120	\$5,570
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,471,265	\$1,609,055	\$1,576,455
FULL-TIME BUDGETED EMPLOYEES	9	9	9

ELECTION COMMISSION - ADMINISTRATION

MISSION & SERVICES

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

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct annual City Census as required by state law to maintain accurate voter lists and encourage increased rate of return. Assist in promoting the importance of both the City Census and 2020 Federal Census.
-  2. Increase voter registration and voter education through the City's website and outreach to the media, City and community organizations, schools, universities, and other partners.
-  3. Promote increased transparency and citizen satisfaction by supplying online access to the City Census, election and voter registration information, campaign finance reports for School Committee candidates, ward and precinct maps, and Statements of Financial Interests.
4. Ensure that campaign finance reporting is disclosed in an accurate and timely manner.
5. Conduct the 2020 State Primary and Presidential Elections.
-  6. Designate six early voting sites for voter convenience and distribute the 2020 Early Voting Guide to every Cambridge household.
-  7. Increase education and outreach regarding pre-registration of individuals who meet all registration requirements except age, but who are at least 16 years old, in accordance with state election regulations.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Percentage of households that responded to City Census	82%	81%	79%
1	Individual households contacted	52,782	53,000	53,100
1	Online Census response	2,814	3,000	3,300
2	In-person, mail-in, online, and RMV voter registrations	19,786	19,000	19,500
2	Number of registered voters	68,795	69,700	72,000
5	Absentee ballots sent	1,400	2,100	5,000
6	Early Voting ballots processed	11,927	7,000	12,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,228,455	\$1,203,815	\$1,237,555
OTHER ORDINARY MAINTENANCE	\$242,305	\$403,120	\$333,330
TRAVEL & TRAINING	\$505	\$2,120	\$5,570
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,471,265	\$1,609,055	\$1,576,455
FULL-TIME BUDGETED EMPLOYEES	9	9	9

EMPLOYEE BENEFITS

DEPARTMENT OVERVIEW

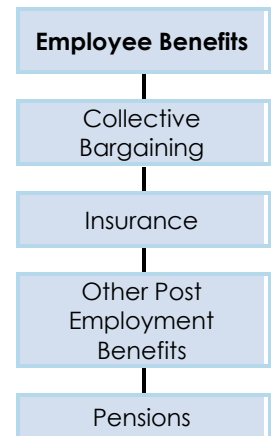
The primary purpose of this allotment is to provide funding for all employee benefit programs that are not included in departmental budgets for costs related to the non-contributory retirement system, health insurance costs for retirees, and Other Post-Employment Benefits (OPEB).

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

For FY21, budgeted amounts in certain cost centers within the Employee Benefits budget are lowered to reflect savings within departments in base salaries, health insurance costs, and pension costs, due to all new FY21 positions being budgeted for only three months.

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

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



	CITY	SCHOOLS	WATER	EMPLOYEE	TOTAL
HEALTH INSURANCE					
Blue Cross/Medex	\$24,789,718	\$15,732,929	\$986,660	\$7,642,432	\$49,151,738
Harvard Pilgrim	\$8,828,782	\$5,603,234	\$351,396	\$2,721,828	\$17,505,240
Tufts	\$6,916,495	\$4,389,591	\$275,285	\$2,132,289	\$13,713,661
Total	\$40,534,995	\$25,725,755	\$1,613,340	\$12,496,549	\$80,370,640
PENSIONS					
Contributory	\$33,541,005	\$5,538,100	\$957,075	\$4,946,448	\$44,982,628
Non-Contributory	\$ -	\$ -	\$ -	\$500,000	\$500,000
Total	\$33,541,005	\$5,538,100	\$957,075	\$5,446,448	\$45,482,628

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$12,594,405	\$13,451,615	\$13,556,820
MISCELLANEOUS REVENUE	\$12,100,000	\$12,100,000	\$13,100,000
TAXES	\$9,219,585	\$9,444,960	\$2,606,995
TOTAL BUDGETED REVENUE	\$33,913,990	\$34,996,575	\$29,263,815
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$19,521,070	\$26,119,925	\$28,313,375
OTHER ORDINARY MAINTENANCE	\$692,485	\$911,650	\$920,440
TRAVEL & TRAINING	\$5,700	\$0	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$20,219,255	\$27,031,575	\$29,263,815
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - COLLECTIVE BARGAINING

MISSION & SERVICES

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$464,495	\$438,700	\$4,370,375
OTHER ORDINARY MAINTENANCE	\$17,880	\$17,880	\$18,480
TRAVEL & TRAINING	\$5,700	\$0	\$30,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$488,075	\$456,580	\$4,418,855
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - INSURANCE

MISSION & SERVICES

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

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

Disability Insurance (\$215,140): This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

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

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

Medicare (\$3,900,000): Medicare, through the Social Security Administration, becomes the primary insurer for pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B.

Medicare Payroll Tax (\$100,000): Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this 1.45% payment. The largest portion of the City's obligation is included in departmental budgets, with the amount shown in this cost center supplementing those allotments.

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$7,382,525	\$3,654,010	\$4,000,000
OTHER ORDINARY MAINTENANCE	\$674,605	\$893,770	\$901,960
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$8,057,130	\$4,547,780	\$4,901,960
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - OTHER POST-EMPLOYMENT BENEFITS

MISSION & SERVICES

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

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

Since FY13, the City has made \$15 million in contributions to the OPEB Trust Fund. A contribution of \$2 million is included in the FY21 Budget. The OPEB Working Group will continue to provide recommendations for funding strategies for the OPEB liability.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,000,000	\$2,000,000	\$2,000,000
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,000,000	\$2,000,000	\$2,000,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EMPLOYEE BENEFITS - PENSIONS

MISSION & SERVICES

The Pensions budget is divided into three sections: Retirement Fund (\$4,946,448), Non-Contributory Pensions (\$500,000), and Retirees' Health Insurance (\$12,496,549). Funding for the Retirement System is provided through the investment earnings of the system, with no appropriation required by the City Council. Non-Contributory Pensions are a separate category of retirement allowances that are financed solely with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees.

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

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

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

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$9,674,050	\$20,027,215	\$17,943,000
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$9,674,050	\$20,027,215	\$17,943,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EXECUTIVE

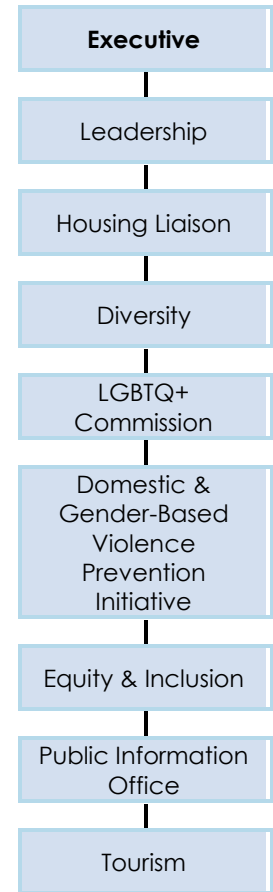
DEPARTMENT OVERVIEW

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

The City Manager works with the Finance Department and other departments to manage expenditures while maintaining a robust array of City services. The City Manager’s financial stewardship has led to Cambridge’s strong financial position, as evidenced by the City’s AAA bond rating from all three credit rating agencies for over 19 years.

The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to resident inquiries and requests and conduct numerous neighborhood meetings regarding community issues.

Included in this Department are the Employees’ Committee on Diversity, the LGBTQ+ Commission the Domestic and Gender-Based Violence Prevention Initiative, the Office of Equity and Inclusion, the Public Information Office, and the position of Housing Liaison. The Cambridge Office for Tourism (COT), a nonprofit agency, receives City funds budgeted in this Department and the Deputy City Manager serves as the COT Vice Chair.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$40,000	\$40,000	\$40,000
FINES & FORFEITS	\$215,000	\$215,000	\$215,000
INTERGOVERNMENTAL REVENUE	\$163,865	\$163,865	\$163,865
TAXES	\$2,972,700	\$3,325,390	\$3,799,285
TOTAL BUDGETED REVENUE	\$3,391,565	\$3,744,255	\$4,218,150
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$2,243,965	\$2,506,525	\$2,928,550
OTHER ORDINARY MAINTENANCE	\$1,207,000	\$1,160,660	\$1,235,800
TRAVEL & TRAINING	\$48,670	\$51,550	\$53,800
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,499,635	\$3,718,735	\$4,218,150
FULL-TIME BUDGETED EMPLOYEES	14	15	15

EXECUTIVE - LEADERSHIP

MISSION & SERVICES

The City Manager's Office provides support and leadership to all City departments, implements City Council legislation, and responds to inquiries and requests regarding City services and policies. The City Manager oversees the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks align with City Council goals. The City Manager is also the Chair of the Affordable Housing Trust Fund, which has leveraged millions of dollars in private and public funding to create and preserve thousands of affordable housing units in the City. The Deputy City Manager is the Chair of the Community Benefits Advisory Committee, which oversees the use of mitigation funds to best serve the needs of the community; and the Community Preservation Act (CPA) Committee, which has allocated millions of dollars in state matching funds for affordable housing, historical preservation, and open space projects.

In FY20, the City faced the unprecedented COVID-19/Coronavirus pandemic. The City Manager's Office, in conjunction with the Mayor and the Cambridge Public Health Department, led the City's response. The City rapidly developed community resources to keep the public informed about public health data, business assistance and funding opportunities, housing protections, and supports for seniors.







In FY21, the City Manager's Office will continue to enhance communication between the City administration, City Council, and the community. The City will conduct its biennial Resident Opinion Survey to gather resident input on City services and identify areas for improvement. The Assistant to the City Manager for Community Relations is now serving as a direct liaison to the residents and business community and will help coordinate information flow on key initiatives and large City infrastructure projects. The City Manager's Advisory Committee will continue meeting regularly to discuss citywide topics of interest, enhance interactions with the community, and proactively address issues. In FY21, the City Manager's Office will host additional neighborhood convenings to bring residents, City staff, and key City services together, similar to the Open House at Fresh Pond Apartments held in December 2019. The Office will provide additional leadership to promote an equitable and engaging workforce so employees can do their best work and make a difference for the people and communities Cambridge serves. To accomplish this, the City is focusing on three goals: City policies are aligned to support equity and inclusion; recruiting, hiring, retention, succession planning, and promotion practices foster equity and inclusion; and City leaders, managers and employees are committed to equity and inclusion and skilled to lead a thriving diverse workforce.

The City Manager's Office oversees all major construction projects. In FY21, construction will begin on the Tobin Montessori and Vassal Lane Upper School Project. This project will be the City's third school redesign, providing four new upper school campuses as well as additional preschool and after school program space. The Foundry building will be completed in FY21. This collaboration between the City, the Cambridge Redevelopment Authority, and the Lemelson-MIT Program, will establish over 50,000 square feet of multipurpose office and community space in a historic Cambridge building; providing new, publicly accessible makerspace for STEAM-focused programming at the intersection of Kendall Square and East Cambridge.

The Office leads many City projects and initiatives. In FY21, the Office will oversee the Cable License renewal process to secure continued cable services that benefit the community. The Office will continue to implement the Surveillance Ordinance and facilitate departments' compliance efforts, submitting all Surveillance Technology to the Council for review. The Office also furthers coordination between staff of different boards and commissions to increase opportunities for collaboration. Office staff support the

work of both the CPA Committee and the Open Space Committee. Additionally, August 2020 marks the centennial of the Nineteenth Amendment's passage. The City Manager's Office will work both with the Nineteenth Amendment Centennial Committee, on a permanent public art installation commemorating the occasion, and with the Chair of the City Council Civic Unity Committee and a City working group, on centennial celebrations. The Office will also work to maintain the City's strong fiscal position and provide high quality services to the community, while minimizing impacts on taxpayers.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Expand outreach efforts with a focus on connecting and building meaningful relationships with the various communities that do not typically seek City services or participate in public processes.
-  2. Directly support the efforts of the LGBTQ+ Commission, Domestic and Gender-Based Violence Prevention Initiative, Employees' Committee on Diversity, and Citizens' Committee on Civic Unity.
-  3. Provide oversight for all major capital construction and renovation projects, including the Tobin/Vassal Lane Upper Schools and the completion of the Foundry.
-  4. Oversee the work of the consultant hired to work with 22-CityView, CCTV, and Cambridge Educational Access to collaboratively develop a realistic plan for operationally and structurally merging, where feasible, Cambridge's public education government (PEG) entities under one umbrella organization. Continue the Cable ascertainment and Cable License renewal processes.
-  5. Expand in-person outreach to residents and small businesses to discuss emerging issues, and coordinate follow-up information on key, short-term, and large infrastructure initiatives and activities, in collaboration with City Departments.
-  6. Continue work with nonprofits through the Community Benefits Advisory Committee to oversee the use of mitigation funds to best serve the needs of the community.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,464,595	\$1,666,205	\$1,734,090
OTHER ORDINARY MAINTENANCE	\$328,485	\$51,700	\$89,200
TRAVEL & TRAINING	\$43,410	\$44,700	\$45,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,836,490	\$1,762,605	\$1,868,490
FULL-TIME BUDGETED EMPLOYEES	9	10	9

EXECUTIVE - HOUSING LIAISON

MISSION & SERVICES




The position of Housing Liaison to the City Manager was established in FY20 to augment the work of the Community Development Department and the Department of Human Service Programs in order to increase support for the residents of Cambridge to access and navigate affordable housing opportunities and to obtain eviction prevention, tenant displacement, and other housing related services. The primary goal of the Housing Liaison is to support and enhance existing efforts by current city programs and initiatives in order to increase access to affordable housing opportunities and stop the exodus of the City's residents who seek to remain in their home community.

The City has engaged in several ventures to study, evaluate, and propose policy and administrative changes as well as programmatic enhancements in order to further address the crisis on a myriad of levels. The comprehensive Envision Cambridge Initiative, the City Council Housing Committee, the Affordable Housing Trust, the Community Benefits Advisory Committee, and the recent Tenant Displacement Task Force, are all examples of processes and resulting guides that have identified issues, needs, and concerns and have also set forth viable recommendations and solutions.

The establishment of the Housing Liaison position adds capacity and resources in order to bridge communication, support collaborative endeavors, implement identified strategies and coordinate opportunities to address gaps and ensure continued advancement of ideas and implementation of recommendations.

The FY21 budget includes funding to expand in depth field based case management capacity; enhanced direct service support; the ability to respond to residents in need without limitations related to demographic or programmatic criteria; home visits; and facilitation of direct connection to adjunct services such as home health care.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Implement a Comprehensive Coordinated Housing Platform that incorporates and promotes intradepartmental initiatives including production, preservation, access, displacement prevention, stabilization.
-  2. Work in partnership with city departments and local providers to coordinate strategies to prevent and reduce tenant displacement including implementation of early warning sign initiatives, providing increased service capacity, and offering and promoting tenant rights and responsibility trainings.
-  3. Engage management companies and landlords to incorporate best practice/tenant friendly procedures; and to work in partnership with the Housing Liaison and/or City or service provider to address tenant financial and/or other concerns and reduce initiation of eviction proceedings.

DIVISION FINANCIAL OVERVIEW





EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$268,920
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$10,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$278,920
FULL-TIME BUDGETED EMPLOYEES	0	0	1

EXECUTIVE - DOMESTIC & GENDER-BASED VIOLENCE PREVENTION INITIATIVE

MISSION & SERVICES

The Coordinator for the Domestic and Gender-Based Violence Prevention Initiative (DGBVPI) engages and mobilizes Cambridge's communities, agencies, and City departments to change attitudes, behaviors, policies, and practices to prevent and bring attention to domestic and gender-based violence. In collaboration with community leaders, local agencies, and interested residents, the Coordinator develops and provides accessible, safe, and relevant strategies and resources to prevent and respond to domestic violence in Cambridge. Services include training, consultation, building collaboration across sectors, and coordination of systems of change to ensure compassionate and supportive environments for survivors. In FY20, the DGBVPI's new part-time Prevention Specialist was hired and in FY21 will continue deepening the Initiative's engagement with youth and implement innovative prevention strategies.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue outreach to the Cambridge community with particular emphasis on various ethnic and linguistic communities to understand how they talk about domestic violence and provide opportunities for information sharing.
-  2. Directly provide training and coordinate specialized training for community members, City departments, and local service providers.
-  3. Partner with various City departments, local service providers, residents, and others to enhance the impact of the DGBVPI.
-  4. Collaborate with the Cambridge Public Health Department to raise awareness on how men and boys can be part of the solution to end domestic and gender-based violence.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of interviews, focus groups, and forums with members of diverse ethnic and linguistic communities	9	15	18
2	Number of participants in trainings and awareness-raising activities	478	500	550
2	Percent of training attendees who said they strongly agree or agree that the training increased their knowledge about the topic	90%	95%	95%
2	Total number of Police Department staff and community partners who participated in the Trauma Informed Law Enforcement Training	248	350	400
3	Number of partners or collaborators in trainings and outreach efforts	55	60	65
4	Meetings, forums, presentations, and outreach activities by the men's group in coordination with the DGBVPI	23	25	28

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$144,230	\$180,865	\$187,345
OTHER ORDINARY MAINTENANCE	\$107,555	\$154,570	\$161,200
TRAVEL & TRAINING	\$605	\$1,000	\$2,250
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$252,390	\$336,435	\$350,795
FULL-TIME BUDGETED EMPLOYEES	1	1	1

EXECUTIVE - DIVERSITY

MISSION & SERVICES

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

Comprised of volunteer City employees, the Employees' Committee on Diversity strives to recognize and celebrate the diversity of the City's workforce through educational activities and events. The Committee hosts local and global guest speakers, organizes community-building activities such as Hispanic Heritage Month storyboards and Black History Month art exhibits, holds book club discussions, and serves as the main vehicle for various ethno-cultural celebrations.

The Citizens' Committee on Civic Unity was created to foster fairness, equity, unity, appreciation, and mutual understanding across all people and entities in Cambridge. The Committee pursues this goal by recognizing and raising awareness of historic, existing, and potential civic issues; providing opportunities for honest dialogue and engagement; and building bridges across communities to better understand and connect with one another. In FY21 the Committee will continue to plan for community events and programs as well as collaborate with other boards and commissions.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$15,790	\$15,490	\$20,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$15,790	\$15,490	\$20,500
FULL-TIME BUDGETED EMPLOYEES	0	0	0

EXECUTIVE - LGBTQ+ COMMISSION

MISSION & SERVICES

The mission of the Cambridge Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Commission is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission is committed to promoting and monitoring policies and practices that have a positive effect on the health, welfare, and safety of all persons who live, visit, or work in the City of Cambridge with regard to sexual orientation and gender identity or expression.

The LGBTQ+ Commission researches, collects data, and reports on best practices, policies, and resources related to the LGBTQ+ community, including LGBTQ+ inclusive housing for older adults in Cambridge, healthcare for LGBTQ+ adults, and a survey of youth out-of-school time activities. The Commission works to expand outreach and visibility by providing information at several community events, and through participation and presentation on panels, at community meetings, and at other programs in order to inform the public about the Commission's work and LGBTQ+ issues.

The Commission co-sponsors an annual Pride Brunch event with the Mayor, which provides an opportunity to recognize contributions to the community consistent with the Commission's commitment to social justice and equity. The Commission also proactively works to collaborate with other boards and commissions in the City on several events and programs.

The Commission is staffed by a part time Research Associate, through the Human Rights Commission. The staff position allows the Commission to enhance connections within the City, including through the Community Engagement Team, Family Policy Council, Cambridge Public Health Department, Cambridge Police Department Safety Net Collaborative, Agenda for Children, and the Employee's Committee on Diversity. In FY21, the Commission will be continuing its work on research projects related to senior housing and LGBTQ+ youth; increasing knowledge of and access to all gender bathrooms; reviewing municipal policies and practices to ensure they support LGBTQ+ equality; supporting Sexual Orientation and Gender Identity competency training for City employees; performing outreach to the public through tabling events during the year; and hosting/sponsoring specific events that spotlight various populations and highlight specific topics within the LGBTQ+ community.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. **Work to increase the number of all gender bathrooms, with a particular focus on commercial establishments.**



2. **Hold a fall and a spring event that highlight topics or issues of significance and/or serve to educate the public.**

EXECUTIVE - OFFICE OF EQUITY AND INCLUSION

MISSION & SERVICES

The Office of Equity and Inclusion (OEI) upholds, reaffirms, and guides the City's commitment to equal employment opportunity; helps City departments build and support a workforce that continually reflects the diversity of the people the City serves; and conceptualizes and cultivates equity and inclusion as singular organizational priorities, placing these principles at the heart of what the City's workforce does. All of this, in turn, helps the City of Cambridge to both maintain a workplace culture where all employees can flourish and deliver high-quality, exceptional customer service to all.

OEI uses a three-pronged approach to accomplish its mission and achieve its goals:

1) OEI facilitates increased diversity, equity and inclusion (DEI) training for staff at all levels. The City requires all employees to attend *Valuing Diversity* and *Preventing Sexual Harassment* training in their first six months of employment. In FY20, OEI collaborated with the Personnel Department and a DEI consultant to substantially revamp these trainings. Restructuring this program to better align with DEI principles, culturally responsive teaching, and appropriate new pedagogy, has enhanced it for all staff. In FY21, OEI will continue collaborating to institute a varied menu of DEI learning opportunities for all staff, further accelerating the City's transformation into a learning organization. OEI and Personnel will also provide and institutionalize mandatory anti-bias training for all employees. These efforts support the growth, skill-building, and development of all City employees to cultivate an environment which reflects the values of equity and inclusion.

2) OEI works to equip leadership and management staff with adaptive and cultural competency skills through targeted trainings and best practices seminars. Since FY19, a group of 25 of the City's top leaders have been attending workshops to enhance skills for equitable and inclusive leadership. This group formalized, and the City Manager approved, the *Leadership Expectations in Support of Equity and Inclusion* outlining core principles for staff in leadership and managerial roles. In FY20, the program expanded to include 40 additional department heads and managers, who have attended learning sessions on Identity Awareness, Structural Racism, Giving and Receiving Feedback, and Conflict Resolution, which were grounded in the *Leadership Expectations*. Participants were paired together to utilize a peer coaching process to aid personal growth and accountability. Also in FY20, seventy-five leaders, including members of the City Council, attended a full-day workshop on Interpersonal Aggressions – Creating Inclusive Work Environments and Services. These workshops will continue in FY21 and represent ongoing opportunities for sustained learning, and for building cultural proficiency skills and relationships. These targeted efforts will support leaders as they continue to examine their departments' operations and service delivery through a DEI lens, model equitable and inclusive leadership, play leading roles in the prevention and elimination of bias, and successfully manage and support a diverse workforce.






3) OEI works to provide structure for all City DEI initiatives by formally aligning the City's Personnel policies in support of equity and inclusion. This third prong encompasses a variety of efforts and strategies to create a platform for lasting change. In FY20, the City launched the *Diversity, Equity and Inclusion: A Workforce Plan for Recruitment, Hiring and Promotion* project. As project manager, OEI's Director is collaborating with a consultant team and City staff to develop a customized, accountable and sustainable plan for recruitment, hiring and promotion of City staff. In FY20, a comprehensive review of every City departments' existing recruitment, hiring and promotion programs and policies was conducted as well as an anonymous survey of over 1,000 employees. The data gathered will form the

basis of a scalable and measurable recruitment, hiring and promotion plan and will reflect and formally communicate the City’s commitment to DEI in these Personnel policies and practices.

OEI’s efforts are aided by the Cambridge Equity and Inclusion Initiative (CEII) Steering Committee, which strategizes about and advances equity and inclusion efforts centered on workplace culture and advises on a broad program of equitable, inclusive learning opportunities.

Finally, legal and regulatory compliance is a vital and bedrock component of OEI’s work in support of both the City and its employees, which supplements the three-pronged approach and upholds the City’s commitment to equal opportunity. In FY20, OEI reviewed approximately 30 construction bids for compliance with the Minority Business Enterprise Program. OEI also processed workforce Equal Opportunity reports for the federal Equal Employment Opportunity Commission. Additionally, OEI monitored all equal employment opportunity and non-discrimination laws to ensure compliance. OEI monitors the workplace climate for the presence of behaviors, actions, inactions and personal interactions that may lead employees to feel disrespected, devalued, or unwelcomed and investigates formal complaints of alleged discrimination. All in all, OEI’s mission and programs wholly support and help advance the important City Council goal of eliminating bias within the city workplace and wider community.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Begin the Recruitment, Hiring and Promotion Project's plan implementation process, which will include a deployment timetable with clear and detailed staff roles and responsibilities.**
-  2. **Complete the revamping of the City's Affirmative Action Plan, reorganize the Affirmative Action Advisory Committee, and outline roles in advancing City's DEI goals.**
-  3. **Provide customized training for board and commission members to facilitate outreach to persons of color and address barriers to participation and engagement.**
-  4. **Implement OEI's Inclusion Partner project, requiring departments to set and achieve yearly DEI goals and embed equity and inclusion in operations and service delivery.**
-  5. **Work with department heads and managers to ensure non-discriminatory practices across the full spectrum of employment and personnel actions.**
-  6. **Organize in-depth seminars and other programs to further equip City leaders, department heads and other management staff with cultural competency and adaptive skills.**
-  7. **Work with the Personnel Department to deliver cultural competency skills trainings and a varied menu of learning opportunities to staff at all levels.**
-  8. **Monitor all City-funded construction projects for contractor compliance with all federal, state, and City laws and regulations, including the Minority Business Enterprise Ordinance.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$153,395	\$172,205	\$234,320
OTHER ORDINARY MAINTENANCE	\$178,510	\$251,450	\$256,450
TRAVEL & TRAINING	\$2,985	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$334,890	\$426,655	\$493,770
FULL-TIME BUDGETED EMPLOYEES	1	1	1

EXECUTIVE - PUBLIC INFORMATION OFFICE

MISSION & SERVICES

The Public Information Office (PIO) serves as the City's liaison to the media; helps promote City programs and services; leads coordination of the City's web, media, and social media strategy; and works to improve community engagement. PIO staff work collaboratively with City departments to increase the types of information provided to the public, increase communication with the City Council, help build internal staff's communication capacity, and ensure that public information, regardless of the medium, is accessible to persons with disabilities. The PIO produces four citywide publications that are mailed to every residential household (two CityView newsletters and two editions of The Cambridge Life magazine) and produces the City's print and digital version of its Annual Report. Additionally, the Office produces weekly email updates to resident subscribers, weekly email newsletters to employees, and other communications as needed.

The PIO collaborates with 22-CityView on digital media content produced on various City initiatives, programs, and services. Staff provide regular and emergency updates to City Council members on emerging issues in the City. In addition, the PIO is involved in various citywide initiatives ranging from participation in the E-Gov process and serving on the Open Data Review Board, to participation in a number of the City's equity and inclusion initiatives, to project managing the cable television license renewal process and leading the City's digital equity initiative. Also, the PIO leads the City's engagement with Bloomberg Philanthropies that is focusing on Cambridge achieving What Works Cities Certification and ensuring that the City expands staff skills and capacity to advance the use of data and evidence in local government.

The Director of Communications oversees the 311/Customer Relationship Management (CRM) program, which focuses on improving the quality and timeliness of responses to requests for information and non-emergency services as well as outreach and communications from the City. In FY21 the City will wrap up its robust outreach plan to encourage residents to complete their 2020 US Census. The plan included hiring of Cambridge residents as Census Outreach Workers, creating materials in eight languages, providing census kiosks in various locations throughout the city.

Census 2020 outreach materials

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 1. Complete and begin implementing recommendations from the yearlong digital equity study that will be submitted to the City Manager during FY21.
- 2. In collaboration with the 311 Project Manager/Business Analyst, assist the Executive Office and City departments in establishing policies and business processes related to the implementation of the CRM program and begin procurement of CRM systems.
- 3. Support the City's interdepartmental What Works Cities project team in advancing efforts to achieve certification by end of 2020.
- 4. Evaluate lessons learned from COVID-19 emergency communications efforts to expand and realign citywide communications strategies to leverage new communication's best practices and innovations that emerged during the pandemic.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$481,745	\$487,250	\$503,875
OTHER ORDINARY MAINTENANCE	\$159,660	\$270,450	\$166,450
TRAVEL & TRAINING	\$1,670	\$2,850	\$3,350
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$643,075	\$760,550	\$673,675
FULL-TIME BUDGETED EMPLOYEES	3	3	3

EXECUTIVE - TOURISM

MISSION & SERVICES

The Cambridge Office for Tourism (COT) is a non-profit agency that receives City funding from hotel excise tax (resulting in over \$16M for Cambridge in FY19), meals tax (over \$4M in FY19), state grants, advertising revenues, and publication sales. It serves as the central clearinghouse for all tourism marketing and visitor information for the City. COT is managed by a 15-member Board of Directors that includes the Deputy City Manager and representatives from the Cambridge Chamber of Commerce, Harvard University, MIT, Greater Boston Convention and Visitors Bureau, at least one hotel general manager and one restaurant owner, and three Cambridge residents. The office is currently staffed by two full-time employees, one intern and eleven volunteers. Please visit www.cambridgusa.org for more information.

In FY20, COT partnered with the Economic Development Division of Cambridge Community Development, the Cambridge Arts Council, the Multicultural Arts Center and the City of Cambridge Finance Department to form the Tourism, Economic Development and Arts (TEA) working group. The mission of the TEA group is to ensure a collaborative environment to share information on existing marketing efforts, brainstorm about new opportunities to promote small businesses in Cambridge, and to share each organization's already established programs and contacts for opportunities to partner on events.

In further collaboration with these groups, COT participated again this year as one of the judges for the Small Business Challenge grant program. The six judges represented COT, the Arts Council, the Community Development Department, and the Finance Department. The goals of this grant funding were: 1) to foster neighborhood engagement; 2) to improve design/promotion/business resiliency in commercial districts or collection of businesses; and 3) to create a positive benefit that businesses, residents, and visitors will equally experience or encounter. This year saw seven applicants, the largest number since the challenge was conceived, all seven were awarded grant funding.

In FY21, COT will be updating the computers in the office, paving the way for a redesign of the COT website. The new site's improvements will include a section spotlighting the small businesses and events that make Cambridge a top destination for visitors and residents. In FY21, COT will also hire an additional staff member to assist with small business initiatives that have resulted from the TEA working group meetings, such as planning and executing a concierge event to showcase the City's public art, small businesses and hotels to the Boston/Cambridge Concierge Association.

COT continues to partner with the Greater Boston Convention and Visitors Bureau (GBCVB) and the Mass Convention Center Authority to solicit business in the Meetings, Incentive, Corporate and Exhibitions market. In FY20, COT attended the International Meetings and Exhibitions show (IMEX America), the largest appointment driven hospitality trade show in the United States, as a partner in the GBCVB trade show booth.

COT continues to expand its social media and internet presence through the efforts of the Digital Marketing Manager. The increased numbers in Facebook, Instagram and Twitter have also driven more traffic to the tourism website.



Cambridge Office for Tourism website

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 💡 1. Assist Cambridge hotels in marketing and sales efforts to attract convention and conference business by promoting partnerships with Boston meeting facilities; expanding Cambridge's presence in the international meetings market; and maintaining marketing efforts in the medical/pharmaceutical, group tours, and special events market segments.
- 💡 2. Increase awareness of Cambridge attractions by hosting familiarization tours for domestic and international journalists, travel agents, and tour operators.
- 👥 3. Expand internet presence via website enhancements, social media marketing, and advertising campaigns.
- 💡 4. Move visitor services into a new, temporary, location in Harvard Square while the Harvard Square Kiosk and Plaza renovations are underway.
- 💡 5. Work with the TEA group to develop initiatives that highlight small businesses, public art offerings, and other local tourism promotions to visitors and residents.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Average hotel occupancy percentage	82.1%	81.5%	82%
1	Average hotel room rate	249	258	261
1	Average hotel revenue per available room	\$210	\$215	\$216
2	Number of familiarization tours hosted	125	100	120

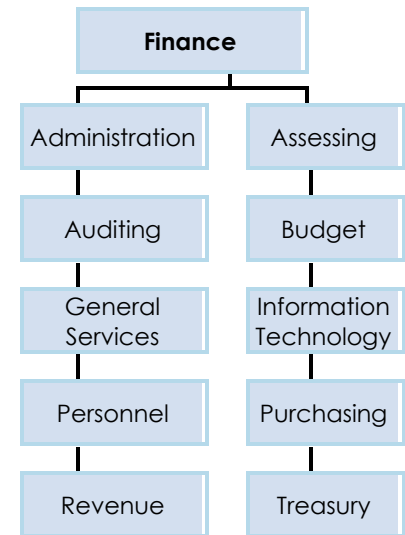
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$417,000	\$417,000	\$532,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$417,000	\$417,000	\$532,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

FINANCE

DEPARTMENT OVERVIEW

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for planning, implementation, oversight, integrity, and reporting of the City's operating and capital finances. 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 FY19 Certified Free Cash balance of \$246.6 million, the largest Free Cash balance in the City's history. In addition, in FY20, 61% of residential taxpayers received a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year. Cambridge continues to have one of the lowest residential and commercial property tax rates in the greater Boston area. At the same time, the City's excess tax levy capacity increased by approximately \$1 million to \$190.4 million in FY20. In FY21, the Department will continue to implement strategies to enhance the financial position of the City.

The Finance Department is comprised of nine divisions: Administration, Assessing, Budget, Information Technology, Personnel, 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.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$548,525	\$543,950	\$543,950
FINES & FORFEITS	\$4,000	\$4,000	\$4,000
INTERGOVERNMENTAL REVENUE	\$872,450	\$681,515	\$681,515
MISCELLANEOUS REVENUE	\$5,406,185	\$10,519,360	\$4,670,000
TAXES	\$16,863,505	\$8,417,735	\$17,610,660
TOTAL BUDGETED REVENUE	\$23,694,665	\$20,166,560	\$23,510,125
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$12,861,910	\$13,728,830	\$15,284,940
OTHER ORDINARY MAINTENANCE	\$5,295,080	\$6,751,835	\$7,732,610
TRAVEL & TRAINING	\$290,625	\$385,775	\$429,775
EXTRAORDINARY EXPENDITURES	\$60,765	\$62,800	\$62,800
TOTAL BUDGETED EXPENDITURES	\$18,508,380	\$20,929,240	\$23,510,125
FULL-TIME BUDGETED EMPLOYEES	99	100	100

FINANCE - ADMINISTRATION

MISSION & SERVICES

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



2019 City of Cambridge Scholarship recipients.

The Administration Division works on the City's Five-Year Capital Plan, including the bond schedule, to meet the needs of the City while maintaining the smallest impact on property tax bills. The Division oversees the production of financial documents, including the annual budget, Comprehensive Annual Financial Report, rating agency presentation, tax rate letter, water/sewer rate letter, Community Preservation Act recommendations, and tax newsletters. In addition, the finance director works on several projects during the fiscal year. The Administration Division also manages the City's Scholarship Program, which provides financial assistance to Cambridge residents who wish to pursue post-secondary education. In FY19, the City of Cambridge awarded \$231,000 in scholarships to 77 recipients. In addition, the independent audit of the City's financial records is budgeted within the Administration Division. This audit is performed in accordance with GAAP and GASB requirements, and assures potential purchasers of City notes and bonds of the City's fiscal soundness.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$244,085	\$251,265	\$245,095
OTHER ORDINARY MAINTENANCE	\$314,760	\$979,750	\$1,364,750
TRAVEL & TRAINING	\$2,640	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$561,485	\$1,235,515	\$1,614,345
FULL-TIME BUDGETED EMPLOYEES	1	1	1

FINANCE - ASSESSING





MISSION & SERVICES

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

The FY21 residential property values are based on 2019 calendar year sales activity. A sales analysis is conducted each year for single, two, three family residential properties and condominiums. For commercial properties, income and expense data is obtained from market sources and commercial property owners and analyzed to develop the income approach to value. The income approach is used for the valuation of commercial properties including apartments, retail, office, lab and hotels.

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

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Ensure the accuracy of real property valuation through routine re-inspection of all houses on a six-year cycle and annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties for which there has not been a routine inspection in the past year.
-  2. Collect market data for annual revaluation of property.
-   3. Implement Small Business Personal Property Tax exemption to exempt personal property accounts that are under \$10,000 in value as allowed under current law. Support a home rule petition to increase exemption amount to \$20,000.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Commercial buildings inspected	240	220	220
1	Tax exempt properties inspected	230	240	230
1	1, 2, and 3-family houses and condominium units inspected	2,200	2,400	2,400
2	Deeds processed	2,040	2,000	2,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,751,965	\$1,844,925	\$1,920,855
OTHER ORDINARY MAINTENANCE	\$503,560	\$569,065	\$584,265
TRAVEL & TRAINING	\$13,730	\$15,400	\$15,400
EXTRAORDINARY EXPENDITURES	\$825	\$2,800	\$2,800
TOTAL BUDGETED EXPENDITURES	\$2,270,080	\$2,432,190	\$2,523,320
FULL-TIME BUDGETED EMPLOYEES	13	13	13

FINANCE - AUDITING

MISSION & SERVICES

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

In FY21, the Auditing Division will continue to promote and expand the use of electronic processing of accounts payable payments in order to reduce paper usage and create an efficient method for tracking information electronically. The Division will continue to perform cash audits of departments to ensure cash received is properly handled, disbursements are authorized, and balances match deposits.

FY21 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded.
- \$** 2. Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.
- \$** 3. Prepare year-end financial reports in accordance with generally accepted accounting principles within six months after the end of the fiscal year.
- \$** 4. Continue to expand the use of electronic submission of accounts payable payments to additional departments.
- \$** 5. Continue to scan documents into a shared drive for financial system users to streamline payments to routine vendors.
- \$** 6. Work with the IT Department to develop a prototype for a paperless voucher system in PeopleSoft with through the E-Gov process.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Purchase orders processed for City and school departments	16,147	16,000	16,300
2	Number of invoices processed	48,987	49,000	49,000
2	Percent of invoices posted within one day	80%	85%	85%
4	Percent of accounts payable payments submitted electronically	85%	85%	85%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,025,200	\$1,131,625	\$1,148,405
OTHER ORDINARY MAINTENANCE	\$5,200	\$5,900	\$5,900
TRAVEL & TRAINING	\$135	\$2,125	\$2,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,030,535	\$1,139,650	\$1,156,430
FULL-TIME BUDGETED EMPLOYEES	8	8	8

FINANCE - BUDGET

MISSION & SERVICES

The Budget Office prepares and monitors the City's annual Operating and Capital Budgets to ensure they address the City Council's goals, reflect residents' priorities, and comply with all federal, state, local, and Government Finance Officers Association 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.





Announcement of FY21 winning PB projects

The City recently completed its sixth cycle of Participatory Budgeting (PB) in which community members decided how to spend \$1,125,000 in FY21 capital funds. Including FY21, the City has allocated \$4.75 million dollars to PB since its inaugural FY16 cycle. Over 7,600 Cambridge residents age 12 and older participated in the December 2019 vote. The following eight winning projects were announced on December 10, 2019 and reflect important community priorities:

- Close the Canopy (\$200,000)
- Water Bottle Filling Stations for the Major Squares (\$150,000)
- Laundry Access in Public Schools (\$50,000)
- Pedestrian-Controlled Crosswalk Lights (\$150,000)
- Extend Outdoor WiFi (\$50,000)
- Make the City Bloom with a Habitat Corridor (\$75,000)
- Keeping Cambridge Clean (\$100,000)
- Public Bathroom (\$350,000)

More details are provided in the Public Investment section and online at pb.cambridgema.gov.

FY21 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.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Number of Cambridge residents age 12 and older who voted in PB	6,849	7,602	8,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$467,265	\$613,715	\$672,710
OTHER ORDINARY MAINTENANCE	\$78,290	\$102,500	\$105,000
TRAVEL & TRAINING	\$2,100	\$5,100	\$5,100
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$547,655	\$721,315	\$782,810
FULL-TIME BUDGETED EMPLOYEES	5	4	4

FINANCE - GENERAL SERVICES

MISSION & SERVICES

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

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

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

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

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$198,315	\$91,100	\$118,615
OTHER ORDINARY MAINTENANCE	\$302,285	\$374,000	\$389,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$500,600	\$465,100	\$508,365
FULL-TIME BUDGETED EMPLOYEES	2	1	1

FINANCE - INFORMATION TECHNOLOGY





MISSION & SERVICES

The Information Technology Department (ITD) has a dual mission to maintain and secure critical IT infrastructure and systems, while also collaborating and innovating with internal and external stakeholders to improve City operations and the public's interaction with the City.

In FY20, ITD continued to concentrate on initiatives related to the focus areas within the three-year Strategic Plan for Technology. The Department adopted EGov, a new governance process which improves the prioritization and funding for new technology requests. The Department also continued to expand and improve the ViewPoint Permitting and Licensing system with over 75 public record types available across 5 departments. A Document Management system was piloted that will enable departments to reduce paper-based processes while making data more accessible to the public. Live closed captioning was also implemented for online civic streaming. An extensive program to create awareness on how to protect personal identifiable information (PII) was launched as part of security, IT resiliency, and disaster recovery efforts. The City is continuously improving its cyber security posture by performing weekly vulnerability scans on all public facing city systems as well as a cyber security baseline with the Center for Internet Security.

In FY21, the Department will continue to focus on initiatives related to the three-year IT Strategic Plan. These efforts will include: initiatives that foster innovation collaborating with departments on advanced analytics projects; implementing additional assisted listening capabilities for public meeting spaces; and expanding the citywide unified security platform from pilot to production for the City.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
3	Total number of data assets available on the Open Data Portal	258	275	290
4	Percent of staff engaging in cybersecurity training annually	73%	75%	80%

DIVISION FINANCIAL OVERVIEW





EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$4,768,090	\$5,222,735	\$5,884,320
OTHER ORDINARY MAINTENANCE	\$3,174,050	\$3,538,965	\$4,030,290
TRAVEL & TRAINING	\$83,145	\$104,000	\$113,000
EXTRAORDINARY EXPENDITURES	\$59,940	\$60,000	\$60,000
TOTAL BUDGETED EXPENDITURES	\$8,085,225	\$8,925,700	\$10,087,610
FULL-TIME BUDGETED EMPLOYEES	34	34	34

FINANCE - PERSONNEL

MISSION & SERVICES

The Personnel Division helps ensure that the City has a knowledgeable and diverse workforce that can perform to meet the City's public goals. Personnel staff perform outreach and recruitment, provide information about City employment opportunities, ensure that fair labor practices are followed, and foster good relations among employees to create a productive and professional environment. The Division also strives to ensure that all collective bargaining agreements are settled within the fiscal year. The Division supports and continues to offer programs that expand the City's cultural competency offerings, including workshops that focus awareness on sexual orientation/gender identity, updating mandatory programs in preventing sexual harassment and valuing diversity, equity and inclusion, and continuing to expand on the City's Equity and Inclusion Initiative. The FY21 Budget for the Personnel Division reflects expanded efforts for employee training and development. Projects for the upcoming year include launching a supervisory development program for new managers, implementing a learning management system with an on-boarding component, and updating the safety management program to address revised state regulations.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Maintain consistent employment processes to ensure open, accessible, and responsive applicant intake systems, using a variety of outreach methods.**
-  2. **Assist the City Manager, Director of Equity and Inclusion, and departments in meeting the goal of building a City workforce that is representative of Cambridge's diversity.**
-  3. **Provide learning and professional development opportunities to all employees through internal and external training activities and through the tuition reimbursement program.**
-  4. **Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines and promotes labor stability.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Total job postings	93	125	125
1	Percent completion of online applicant tracking system	10%	75%	100%
2	Number of participants in programs that enhance cultural competency, including valuing diversity, preventing sexual harassment, and sexual orientation/gender identity offerings	410	410	700
4	City collective bargaining agreements settled for the fiscal year	n/a	12	12

DIVISION FINANCIAL OVERVIEW





EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,399,405	\$1,433,590	\$1,811,310
OTHER ORDINARY MAINTENANCE	\$609,830	\$822,550	\$892,550
TRAVEL & TRAINING	\$186,065	\$246,500	\$281,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,195,300	\$2,502,640	\$2,985,360
FULL-TIME BUDGETED EMPLOYEES	13	13	13

FINANCE - PURCHASING

MISSION & SERVICES

The Purchasing Department implements and administers the purchasing policies and practices of the City. The Department ensures that all purchases of goods and services, including public construction, are made in accordance with state laws, City ordinances, and best practices and are open, fair, competitive, and obtained at the lowest possible cost without sacrificing quality. The Department assists with ensuring compliance with the Surveillance Ordinance by all City departments by filtering all technology procurements through the proper channels. Purchasing encourages all City departments to purchase locally and to purchase environmentally preferable products. The Department works to reduce the City's fleet vehicle dependency on fossil fuels, and helps incorporate sustainability into new construction. The Department conducts the request for qualifications process for designer selection projects. The Department also assists in the acquisition and disposition of City-owned real property and in the disposition of surplus property. The Department is actively involved in the procurement processes relating to several major construction projects throughout the City.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Invitations for bids	80	80	80
1	Construction bids	89	90	90
1	Requests for proposals	14	8	10
1	Purchase orders issued	10,434	10,280	10,300
1	Designer selection requests for qualifications	7	5	4
1	Number of contracts executed	808	825	825

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$989,580	\$1,045,390	\$1,096,815
OTHER ORDINARY MAINTENANCE	\$22,305	\$22,305	\$23,305
TRAVEL & TRAINING	\$855	\$3,600	\$3,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,012,740	\$1,071,295	\$1,123,720
FULL-TIME BUDGETED EMPLOYEES	8	8	8

FINANCE - REVENUE

MISSION & SERVICES

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

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

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

FY21 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Maintain a high collection rate for all tax and water/sewer bills.
- \$** 2. Continue to offer customers multiple options for paying property taxes, motor vehicle excise taxes, and utility bills, including lockbox, cashier, and online payments.
- \$** 3. Continue to work with City departments to develop online payment options for services that are financially feasible using the City's convenience fee model.
- \$** 4. Collaborate with ITD to implement Tyler Cashiering software in additional departments, which will automatically interface with existing software systems. The software includes a cashiering station that allows payment tender of cash, check, and credit/debit cards.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Percent of current year real estate levy collected	99%	99%	99%
1	Percent of current year personal property levy collected	99%	99%	99%
1	Percent of current year motor vehicle excise tax collected	97%	97%	97%
1	Percent of current year water/sewer bills collected	99%	99%	99%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,265,700	\$1,327,700	\$1,578,315
OTHER ORDINARY MAINTENANCE	\$122,735	\$170,800	\$170,800
TRAVEL & TRAINING	\$1,885	\$3,000	\$3,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,390,320	\$1,501,500	\$1,752,115
FULL-TIME BUDGETED EMPLOYEES	9	12	12

FINANCE - TREASURY

MISSION & SERVICES

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

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

Payroll is responsible for processing the payroll for approximately 5,000 employees as well as for handling federal, state, and Medicare withholding; health and life insurance; and deferred compensation and retirement.

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

In FY20, the Division will continue to streamline cash receipts processed by implementing and increasing credit card payments throughout the City. Eight locations currently allow credit card processing or the ability to pay with a credit card online.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

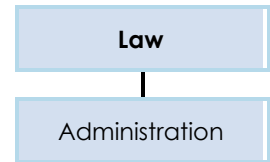
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$752,305	\$766,785	\$808,500
OTHER ORDINARY MAINTENANCE	\$162,065	\$166,000	\$166,000
TRAVEL & TRAINING	\$70	\$1,550	\$1,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$914,440	\$934,335	\$976,050
FULL-TIME BUDGETED EMPLOYEES	6	6	6

LAW

DEPARTMENT OVERVIEW

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



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

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
FINES & FORFEITS	\$97,500	\$97,500	\$97,500
INTERGOVERNMENTAL REVENUE	\$50,000	\$50,000	\$50,000
LICENSES AND PERMITS	\$2,500	\$2,500	\$2,500
TAXES	\$2,428,685	\$2,518,840	\$2,847,370
TOTAL BUDGETED REVENUE	\$2,578,685	\$2,668,840	\$2,997,370
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,869,490	\$1,859,185	\$2,200,925
OTHER ORDINARY MAINTENANCE	\$564,980	\$482,200	\$482,200
TRAVEL & TRAINING	\$2,321,450	\$414,245	\$314,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,755,920	\$2,755,630	\$2,997,370
FULL-TIME BUDGETED EMPLOYEES	13	13	13

LAW - ADMINISTRATION

MISSION & SERVICES

In addition to handling the City's litigation, the Law Department's attorneys draft, review, and approve a wide range of legal documents required for City business, including contracts, written opinions, and ordinances. The Law Department's attorneys provide legal representation and advice to the City and its officials in numerous areas of law, including issues related to affordable housing, zoning, construction, development, sustainability and environmental issues, transportation, elections, surveillance technology, cannabis, employment, civil rights, contracts, tax, real estate law, land acquisition, torts involving personal injury and property damage, ethics, conflicts of interest, public records and open meeting laws, compliance with financial disclosure laws, and a wide range of other issues. Attorneys in the Law Department have developed broad expertise in response to the increasingly complex legal considerations associated with governance including compliance with the Open Meeting Law and the Public Records Law.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED*	FY21 TARGET
1	Number of claims filed against the City	211	141	N/A
1	Number of written opinions and City Council Order responses issued	59	33	N/A
1	Number of lawsuits filed against the City	37	35	N/A
2	Training sessions conducted	211	7	N/A
2	Employees and members of boards and commissions attending trainings	59	52	N/A
2	Public records requests answered	905	664	N/A

*FY20 projected figures are FY20 actuals as of March 31, 2020.

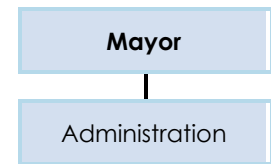
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,869,490	\$1,859,185	\$2,200,925
OTHER ORDINARY MAINTENANCE	\$564,980	\$482,200	\$482,200
TRAVEL & TRAINING	\$2,321,450	\$414,245	\$314,245
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,755,920	\$2,755,630	\$2,997,370
FULL-TIME BUDGETED EMPLOYEES	13	13	13

MAYOR

DEPARTMENT OVERVIEW

The Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City while serving as the Chairperson for both the City Council and the School Committee. Focused primarily on assisting residents, the Mayor’s Office responds directly to members of the public seeking information or seeking to address concerns regarding municipal government and services. The Mayor’s Office implements a variety of citywide events and celebrations, conducts public policy research, drafts policy priorities, and serves as the City liaison between federal and state agencies, as well as community groups and citizens. The Mayor also serves as the City’s official receiver for visiting dignitaries.



Administration: The Mayor works in coordination with the Vice Mayor, City Council, and School Committee for training, professional development, and special events. The Mayor’s Office strives to be responsive to the diverse range of requests it receives from the residents of Cambridge, and to provide the highest standard of constituent services.

Ceremonial Functions: The Mayor represents the City at ceremonial functions and hosts a variety of public events celebrating the diversity and rich heritage of Cambridge. The two largest events are for Cambridge seniors – one in conjunction with Harvard University in the summer and the other in conjunction with MIT in the spring.

Community Leadership: The Mayor promotes unity and forges new partnerships throughout the City. The Mayor may occasionally appoint special commissions or task forces to examine issues of concern to the public. Community Leadership funds are used for printing, mailing, and other organizational or public information expenses.

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

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$32,000	\$32,000	\$32,000
TAXES	\$693,375	\$689,815	\$793,200
TOTAL BUDGETED REVENUE	\$725,375	\$721,815	\$825,200
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$534,555	\$500,655	\$648,570
OTHER ORDINARY MAINTENANCE	\$85,055	\$147,130	\$147,130
TRAVEL & TRAINING	\$17,690	\$29,500	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$637,300	\$677,285	\$825,200
FULL-TIME BUDGETED EMPLOYEES	6	5	5

MAYOR - ADMINISTRATION



Mayor Sumbul Siddiqui

MISSION & SERVICES

Affordable Housing: The Mayor's Office, in collaboration with housing providers, the City Council, City Administration, City Manager's Housing Liaison, and Community Development Department, will work to advance policy initiatives aimed at tenant displacement by utilizing City-owned and other public property to preserve and increase the affordable housing stock in the City. Additionally, the Mayor's Office will work to expand the support of legal services, education on tenants' rights, and increase City funding dedicated to affordable housing.

Community Engagement: The Mayor's Office will work to engage residents across the City by hosting open office hours, pizza and coffees hours, and events that recognize the diverse heritages of Cambridge residents including the annual Community Iftar during Ramadan, and other significant cultural and historical celebrations. Other engagement efforts will include improving access to City services, encouraging voting and voter registration, and supporting the many diverse festivals and community events held in the City.

Disaster Preparedness Initiative: The Mayor's Office will work with various City Departments to create a living document for disaster preparedness for the City of Cambridge that will capture the City's immense amount of work around the COVID-19 pandemic. The Mayor's Office will assist in systematizing the City's response and provide a roadmap for potential future emergencies.

Relationships with Schools, Businesses, and Universities: The Mayor's Office will work to enhance the collaborative relationship between the City and the Cambridge Public Schools, businesses, the Biotech industry, and the nonprofit community as well as Harvard, MIT, and Lesley Universities in an effort to expand the availability and access to mentorships, internships and job trainings and apprentice programs for residents.

Small Businesses: The Mayor’s Office will continue to work with local businesses, minority-owned small businesses, business organizations, and business associations to support and strengthening the City’s small business sector, particularly in the wake of the COVID-19 pandemic.

Climate Change: The Mayor’s Office will work to equitably mitigate the effects of climate change and make Cambridge a more environmentally sustainable city. Through promotion of initiatives including alternatives to single-rider vehicles, advocating to increase the tree canopy, and supporting regional efforts to move towards renewable energy we can continue to underscore the importance of action now, particularly in underserved parts of the City where vulnerable residents can be severely impacted by climate inaction.

Community Wellbeing: The Mayor’s Office will work to ensure the wellbeing of our community includes all residents, especially marginalized communities. The Office will prioritize initiatives that create space for residents to access mental health services and live healthy lives, destigmatize mental illness, engage residents civically and culturally and create a sense of belonging to our City.

Equity, Access, and Achievement – Education: The Mayor’s Office will continue to work with the School Committee and School Administration to address persistent and systemic inequities faced by the most vulnerable students in the City. The Mayor’s Office will ensure that all community stakeholders are deeply engaged to minimize the detrimental effects of the COVID-19 crisis and to provide the best resources and support systems to assist students with getting back on track. This will include establishing metrics to capture the impact of lost classroom time during the COVID-19 pandemic, and identifying ways to innovate the future provision of services using some of the lessons learned during the pandemic response, such as internet access and academic enhancements when students outside of the traditional classroom setting.

Equity and Access – Community: The Mayor’s Office will work to expand access and equity for Cambridge’s underprivileged and marginalized groups by way of closing the digital divide, engaging the community in Cambridge Digs DEEP conversations, and convening the Workforce Development Consortium to connect people to gainful employment.

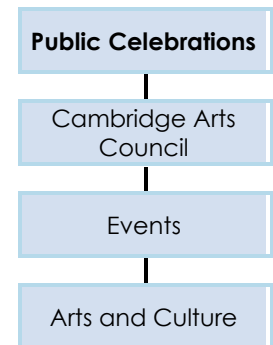
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$534,555	\$500,655	\$648,570
OTHER ORDINARY MAINTENANCE	\$85,055	\$147,130	\$147,130
TRAVEL & TRAINING	\$17,690	\$29,500	\$29,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$637,300	\$677,285	\$825,200
FULL-TIME BUDGETED EMPLOYEES	6	5	5

PUBLIC CELEBRATIONS

DEPARTMENT OVERVIEW

The Public Celebrations budget includes allocations for the Cambridge Arts Council, the Multicultural Arts Center, community events and holiday celebrations. Many programs and events funded by the Public Celebrations budget directly support the Council's goals of expanding and deepening community engagement, offering economic and educational opportunity to all, and increasing opportunities for residents to enjoy the City's open and publicly accessible spaces.



Cambridge Arts Council is a city agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists, residents, employees, and visitors in Cambridge. As one of the oldest and most dynamic arts agencies in the country, Cambridge Arts fosters opportunities to recognize, celebrate, and support artists and artmaking reflective of the diverse populations in the city. Operating with funding from local and state government, private foundations, corporate sponsors, and individual donors, Cambridge Arts delivers on its mission by fulfilling three primary roles:

Connector: Through partnerships with artists, presenters, donors and audiences, the agency operates as a vital cultural presence in the region.

Presenter: In addition to exhibitions and educational programming presented at Gallery 344, the onsite exhibition space, Cambridge Arts stages high-profile events such as the Cambridge Arts River Festival, a signature city celebration and regional event with close to 200,000 visitors annually.

Funder: Through the Cambridge Arts Grant Program, Cambridge Arts awards dozens of financial grants each year in support of high-quality, community-based art projects representing all artistic disciplines.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$36,480	\$36,460	\$37,200
LICENSES AND PERMITS	\$2,040	\$0	\$0
TAXES	\$1,027,270	\$1,147,645	\$1,519,440
TOTAL BUDGETED REVENUE	\$1,065,790	\$1,184,105	\$1,556,640
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$623,090	\$701,420	\$898,165
OTHER ORDINARY MAINTENANCE	\$447,650	\$471,120	\$657,150
TRAVEL & TRAINING	\$800	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,071,540	\$1,173,865	\$1,556,640
FULL-TIME BUDGETED EMPLOYEES	5	5	5

PUBLIC CELEBRATIONS - CAMBRIDGE ARTS COUNCIL

MISSION & SERVICES

With support from the Massachusetts Cultural Council, Cambridge Community Foundation, local businesses and corporations, the Cambridge Arts Council continues to develop **Cambridge Arts Creative Marketplace**, a cultural economic development project supporting education and engagement between artists, arts organizations, local businesses, and audiences in the City. Creative Marketplace is a suite of cultural economic development programs designed to boost the visibility of local artists and identify new audiences for the sale and appreciation of their work. Over a three year period, more than 30 artists have received direct training and professional development. Partnerships with 28 local businesses have increased audiences and sales for artwork developed by resident and local artists.

Cambridge Arts is a lead partner and collaborator on the planning and development of a public artwork to celebrate the centennial of the ratification of the Nineteenth Amendment to the Constitution of the United States, which granted women the right to vote. A goal of the project is to address not just the ratification of the amendment, but also the ongoing struggle for voting rights and the complexity and contradictions in the long story of Women's Suffrage. Working together with the City Council, the City Manager, key City Departments and a community-based **Nineteenth Amendment Centennial Public Art Committee**, Cambridge Arts assisted in developing the overall project plan and timeline, a call-for-proposals to artists, creating an Arts Jury to review hundreds of potential artists for the project and leading a community process to narrow the field to a group of four finalist artists or artist teams that will create formal proposals for review by the Centennial Committee and community. The winning proposal will be sited on the historic Cambridge Common and will recognize the representative story of the Nineteenth Amendment and highlight the contributions of underrepresented Cambridge women.





Cambridge Arts will continue to partner with the Economic Development Division of the Cambridge Community Development Department, Cambridge Office for Tourism, the City's Finance Department and Multicultural Arts Center to discuss and develop streamlined opportunities for interdepartmental planning, develop shared marketing strategies and foster increased opportunities for economic advancement for local artists and arts organizations based in Cambridge. The **Tourism, Economic Development and Arts (TEA)** working group collaborated to produce and market three Winter Arts Markets designed to engage and support over 25 resident artists to sell their original work in Harvard's newly redesigned Smith Campus Center and the former Out-of-Town News kiosk in Harvard Square. The group also developed a more comprehensive listing of all holiday arts markets in the city and posted information on the City's website and social platforms to assist audiences in connecting with these markets and providing an opportunity to support local artists and their work. Cambridge Arts and the Economic Development Division also worked closely on behalf of the group to support artists and art-making as a

core strategy and outcome for both the *Vacant Storefront Design Contest* and the *Small Business Challenge*, which are entering their second and third years of activity, respectively. Moving forward, the TEA working group will look at seasonal and year-round opportunities for heightening the profile of the City's arts and creative sector and continue to develop strategies to collectively support this important sector and work.



Kevin Harris Project on Jazz Stage at Cambridge Arts River Festival

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Promote arts in City neighborhoods by supporting artists, arts events, and arts organizations through a grant program funded by the City and the Massachusetts Cultural Council.
-  2. Build community through art reflective of the City's diverse population while fostering participation of local artists, arts organizations, neighborhood groups, and businesses.
-  3. Commission and conserve public art and creative place-making that enhances the City's built environment and residents' quality of life, enlivens the history and social context of publicly accessible locations and makes the city a creative, interesting and attractive place for residents and visitors.
-  4. Continue to promote the arts in Cambridge through accessible exhibits in Gallery 344.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of financial grants awarded and direct economic and communications support to individual artists, creative partnerships and local arts organizations.	36	40	40
2	Estimated audience at arts-related events	275,000	280,000	285,000
2	Number of artists presented as part of citywide arts-related events	530	580	600
2	Number of artists participating in Cambridge Arts Open Studios programming	172	172	180
3	Public artworks in the City of Cambridge collection	238	248	255
3	Number of artworks receiving regular maintenance	175	186	200
4	Number of participants attending gallery-related exhibitions and events	6,850	7,250	7,500

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$623,090	\$701,420	\$731,985
OTHER ORDINARY MAINTENANCE	\$141,880	\$147,245	\$307,400
TRAVEL & TRAINING	\$800	\$1,325	\$1,325
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$765,770	\$849,990	\$1,040,710
FULL-TIME BUDGETED EMPLOYEES	5	5	5

PUBLIC CELEBRATIONS - EVENTS

MISSION & SERVICES

In addition to funding for the Cambridge Arts Council, the Public Celebrations budget includes allocations for the Multicultural Arts Center (\$200,000), Community Events (\$60,000), and Holiday Celebrations (\$79,750).

The Multicultural Arts Center, located in East Cambridge, is a 501(c)3 non-profit and New England’s only multicultural visual and performing arts center. The Arts Center serves as a venue, a presenter and a producer of events that provides opportunities for artists to tell their stories through music, dance, theater and the visual arts. Their stories often reflect the teller’s ethnic and/or cultural experiences, and help provide insight and a better understanding about how we are all connected, in a setting that is welcoming and community-based.

The Community Events allocation cultural, art, literary, and educational events in Cambridge, such as the annual Cambridge Science Festival.

The Holiday Celebrations allocation supports Halloween activities in public schools, the City’s Independence Day celebration, Danehy Park Family Day, and the Dance Party.



Residents enjoying Salsa lessons at the Multicultural Arts Center

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$305,770	\$323,875	\$339,750
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$305,770	\$323,875	\$339,750
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC CELEBRATIONS - ARTS AND CULTURE

MISSION & SERVICES

In response to recommendations from the Mayor’s Arts Task Force, the new Arts and Culture Division has been added to Public Celebrations. Within this Division, a new position of Chief of Arts and Cultural Planning has been created. Reporting directly to the City Manager and working in collaboration with Arts Council staff, the position will be responsible for the planning and implementation of the key recommendations from the Mayor's Arts Task Force and Envision Cambridge.

A primary goal of Envision with regards to Community Wellbeing and Arts is to cultivate a city where artistic expression and cultural traditions are integrated into all aspects of civic life. Strategies include: ensuring artists have space in Cambridge to work, meet, produce, perform and display their work; and bolstering artistic activity through audience building and support for professional and nonprofessional artists. Similarly, the Mayor's Arts Task Force has specific recommendations on Public Art, support for the Cultural District and the City's arts economy, improvements to licensing and permitting processes, nonprofit support, and university responsibility. In all areas, bringing racial equity to the forefront is paramount.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$166,180
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$10,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$176,180
FULL-TIME BUDGETED EMPLOYEES	0	0	0

RESERVE

DEPARTMENT OVERVIEW

State law allows each city to establish a fund "to provide for extraordinary or unforeseen expenditures." For FY21, the City has allocated \$40,000 for this purpose. Funds are transferred from the Reserve account to department cost centers.

Recent Reserve Transfers:

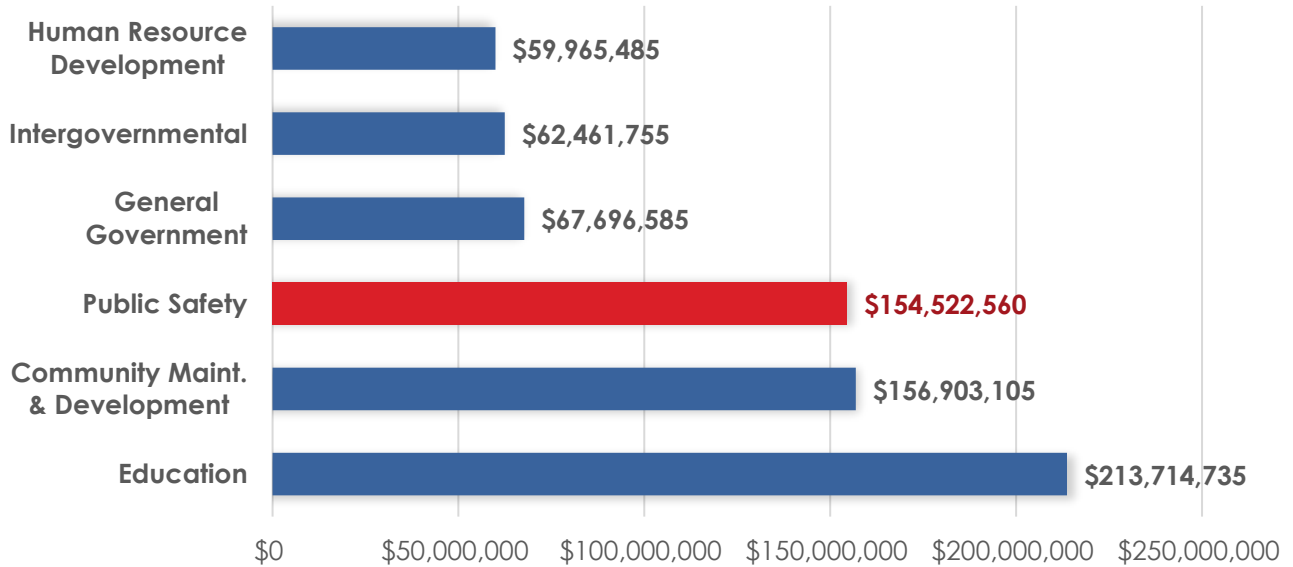
- FY20: Transitioning to creating transcription-based minutes for City Council meetings, resulting in an increase in printing costs (\$20,000)
- FY19: Climate-controlled storage for ballot boxes (\$17,200)
- FY18: 200 copies of *Identity, Relationships, and Media Activity Guide for Cambridge's Youth-Serving Programs* delivered to City-run programs in youth centers and other Cambridge clubs, activities, and afterschool programs (\$2,050); additional costs associated with the 2018 Memorial Day ceremony (\$3,800)
- FY17: Voter notification cards sent to residents to alert them that the King Open polling location changed to the Frisoli Youth Center and that the Area IV Youth Center was renamed the Moses Youth Center (\$25,000)
- FY16: Glocal Challenge trip for one winning CRLS team to attend the Education First Global Student Leaders Summit in Iceland (\$25,000); additional legal advertising costs in the City Clerk's Office (\$12,500)

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
TAXES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED REVENUE	\$40,000	\$40,000	\$40,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$0	\$40,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC SAFETY

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION

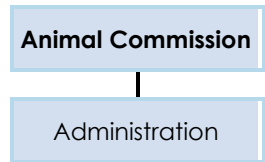


FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$13,937,870	\$8,721,525	\$11,131,545
FINES & FORFEITS	\$8,734,150	\$6,562,480	\$8,810,780
INTERGOVERNMENTAL REVENUE	\$1,136,395	\$1,136,395	\$1,147,395
LICENSES AND PERMITS	\$40,818,290	\$37,205,110	\$21,228,320
MISCELLANEOUS REVENUE	\$926,210	\$1,360,200	\$516,840
TAXES	\$99,379,945	\$105,101,965	\$111,687,680
TOTAL BUDGETED REVENUE	\$164,932,860	\$160,087,675	\$154,522,560
PROGRAM EXPENDITURES			
ANIMAL COMMISSION	\$411,040	\$527,655	\$508,085
ELECTRICAL	\$2,555,410	\$2,600,095	\$2,886,530
EMERGENCY COMMUNICATIONS	\$7,159,680	\$7,757,425	\$8,608,295
FIRE	\$51,840,305	\$54,999,040	\$56,286,185
INSPECTIONAL SERVICES	\$3,597,945	\$3,818,060	\$4,201,475
LICENSE COMMISSION	\$1,273,305	\$1,389,550	\$1,502,280
POLICE	\$60,233,075	\$61,762,945	\$65,925,945
POLICE REVIEW AND ADVISORY BOARD	\$3,405	\$5,900	\$6,300
TRAFFIC, PARKING, & TRANSPORTATION	\$13,489,980	\$13,733,610	\$14,597,465
TOTAL BUDGETED EXPENDITURES	\$140,564,145	\$146,594,280	\$154,522,560

ANIMAL COMMISSION

DEPARTMENT OVERVIEW

The Animal Commission staff facilitates all aspects of animal control and rescue for domestic animals and the increasingly diverse wildlife living in the City, including deer, coyotes, turkeys, birds of prey, raccoons, opossums, skunks, foxes and more. Staff educate the public about animals in Cambridge through literature, phone discussions, and walk-in consultations for residents seeking guidance for vet care, pet adoption, training issues, nuisance animals, low cost spay/neuter options, off-leash areas, and dog licenses. In addition, the Animal Commission website provides information on wildlife education, vaccination clinics, extreme heat safety tips for animals, and other important announcements. The Commission also works to develop partnerships with the community at events held in the city's schools, youth centers, senior centers, public spaces, and parks.



The Commission coordinates closely with the Animal Control Officers Association of Massachusetts, the Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA), and the Animal Rescue League in order to help advocate for better protection of animals in Cambridge and across the Commonwealth.

The Commission also enforces City and State animal regulations and ordinances and administers licensure programs. Dog license fees are \$10 for a spayed/neutered dog and \$30 for a dog that is not spayed/neutered. Animal-related fines, including fines for unlicensed dogs and for not picking up dog waste, range from \$25-\$100 per violation. The Animal Commission accepts online payments for dog license applications, making it easier for residents to renew dog licenses. The Commission also holds low-cost rabies vaccination clinics for dogs each spring.

The Commission continues to work with the Community Development Department to increase the number of shared use and dedicated off-leash areas across the City.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$10,205	\$10,540	\$10,000
FINES & FORFEITS	\$2,485	\$2,000	\$2,000
LICENSES AND PERMITS	\$44,730	\$45,000	\$45,000
TAXES	\$405,155	\$508,500	\$451,085
TOTAL BUDGETED REVENUE	\$462,575	\$566,040	\$508,085
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$394,180	\$508,700	\$486,630
OTHER ORDINARY MAINTENANCE	\$16,780	\$18,805	\$18,805
TRAVEL & TRAINING	\$80	\$150	\$2,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$411,040	\$527,655	\$508,085
FULL-TIME BUDGETED EMPLOYEES	4	5	5

ANIMAL COMMISSION - ADMINISTRATION

MISSION & SERVICES

The Animal Commission's mission is to provide responsive and efficient animal control services; to protect the health, safety, and welfare of all animals and people; and to promote responsible pet ownership through education and enforcement.




The Animal Control staff rescues and transports domestic animals and wildlife; responds to nuisance animal complaints; patrols parks and open space for Animal Control Ordinance violations, including leash and waste removal requirements; runs a pet adoption program, and responds to large-scale emergency situations when animals are in danger such as a house fire or other unforeseen disaster situations that can occur.

The Animal Commission facilitates access for low income families to a no-cost spay/neuter service offered by the Massachusetts Animal Fund voucher program. In 2019, this program served over 30 cats and dogs in low-income housing in Cambridge.



A rescued red-tailed hawk being released after medical treatment

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Enforce the provisions of all Animal Control Ordinances, including leash laws and dog waste requirements.
- 
2. Engage in community outreach programs and educational events. Provide access to low cost spay/neuter vouchers offered by the Massachusetts Animal Fund. Hold low-cost rabies vaccination clinic for dogs every spring.
- 
3. Continue to transport sick, injured, or stray animals for rescue, rehabilitation, or humane euthanasia.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of dog licenses issued	3,955	4,100	4,100
1	Number of dogs picked up as strays or impounded	47	50	50
1	Number of dogs returned to owner	42	50	50
1	Number of dogs and cats adopted	14	15	15
2	Number of animals vaccinated	65	110	110
3	Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, coyotes, turkeys, and exotic pets) transported	287	120	125

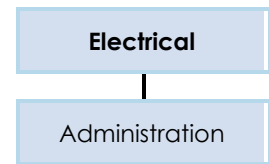
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$394,180	\$508,700	\$486,630
OTHER ORDINARY MAINTENANCE	\$16,780	\$18,805	\$18,805
TRAVEL & TRAINING	\$80	\$150	\$2,650
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$411,040	\$527,655	\$508,085
FULL-TIME BUDGETED EMPLOYEES	4	5	5

ELECTRICAL

DEPARTMENT OVERVIEW

The Electrical Department oversees street lighting and the City fire alarm system, maintains lighting in all parks and outdoor recreation areas of Cambridge, and provides electrical maintenance and construction services to all municipal buildings. The Department installs and repairs communication systems such as departmental telephones, public emergency call boxes, pagers, fiber optic cable networks, and cabling for local area networks within City buildings. The Department also oversees the installation of cables, conduits, and equipment by utilities and other contractors over and within public ways.



The Electrical Department has been converting outdoor lighting to the most energy efficient LED technology available to the City since the summer of 2014. Through these efforts the department has been able to avoid 24,807,112 Kwh in energy use representing over \$4 million in avoided costs. These reductions could not be possible without the installation of an adaptive lighting system which has enabled the Electrical Department to apply over 35 different dimming schedules city wide, these schedules continue to evolve to react to the changing use and conditions of city streets and parks. As technology evolves the Electrical Department will continue to explore the latest in adaptive lighting solutions available to the city.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$1,392,020	\$1,200,000	\$1,070,000
INTERGOVERNMENTAL REVENUE	\$207,865	\$207,865	\$207,865
LICENSES AND PERMITS	\$22,935	\$22,935	\$22,935
MISCELLANEOUS REVENUE	\$35,440	\$10,000	\$30,000
TAXES	\$1,845,560	\$1,878,280	\$1,555,730
TOTAL BUDGETED REVENUE	\$3,503,820	\$3,319,080	\$2,886,530
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,857,450	\$1,825,540	\$2,009,900
OTHER ORDINARY MAINTENANCE	\$642,375	\$709,855	\$811,460
TRAVEL & TRAINING	\$18,440	\$24,700	\$15,170
EXTRAORDINARY EXPENDITURES	\$37,145	\$40,000	\$50,000
TOTAL BUDGETED EXPENDITURES	\$2,555,410	\$2,600,095	\$2,886,530
FULL-TIME BUDGETED EMPLOYEES	14	14	14

ELECTRICAL - ADMINISTRATION

MISSION & SERVICES

The Electrical Department employs a dedicated group of licensed professionals that perform a wide variety of functions on a daily basis. The Department responds 24/7 to service calls about municipal building emergencies and to maintain and repair the municipal fire alarm system, fiber optic network, and street lighting.



Updated City Hall LED lighting system

The Department continues to build and expand the municipal fiber optic network to meet the growing demand for a fast and reliable data network to service all City facilities.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Maintain the municipal fire alarm system.
2. Maintain street lighting and provide optimum lighting in neighborhoods and parks.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of fire alarm street boxes	665	690	700
1	Number of fire alarm systems in municipal buildings	41	42	42
1	Number of fire alarm system tests performed in City buildings	73	84	84
1	Number of service calls for disconnection/reconnection of private buildings	17,776	17,000	17,500
1	Cost per test/disconnect/reconnect - street boxes	\$34.36	\$35.22	\$36.10
2	Percentage of defective street lights repaired within 72 hours	95%	95%	95%
2	Number of lights repaired	174	175	175
2	Percentage of decorative street lights and park lights converted to LED	96%	96%	100%

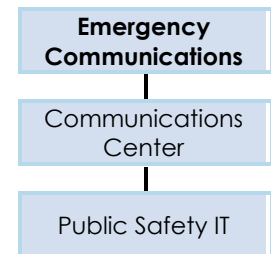
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,857,450	\$1,825,540	\$2,009,900
OTHER ORDINARY MAINTENANCE	\$642,375	\$709,855	\$811,460
TRAVEL & TRAINING	\$18,440	\$24,700	\$15,170
EXTRAORDINARY EXPENDITURES	\$37,145	\$40,000	\$50,000
TOTAL BUDGETED EXPENDITURES	\$2,555,410	\$2,600,095	\$2,886,530
FULL-TIME BUDGETED EMPLOYEES	14	14	14

EMERGENCY COMMUNICATIONS

DEPARTMENT OVERVIEW

The Emergency Communications Department (ECD) serves as the vital communication link between Fire, Police, and Emergency Medical Services (EMS) and the residents, businesses, employees, and visitors to the City of Cambridge who seek those services. ECD staff work alongside Fire, Police, and EMS responders by providing high quality communication and information technology services needed to preserve life, conserve property, and build long-term relationships with the public, demonstrating compassion, commitment, teamwork, and high-quality service.



ECD's public safety emergency telecommunicator dispatchers operate out of the Emergency Communications Center (ECC) and serve as Cambridge's "first" first responders. The team of professionals handle emergency 911 calls, non-emergency Police and Fire Department calls, and after hours calls for other City departments and dispatch all calls for service for Police, Fire, and EMS throughout the City. ECC is the communication hub for emergency services in the City of Cambridge and the staff is trained to quickly assess situations and react to the events reported to them to efficiently coordinate a public safety response. ECC is responsible for coordinating and dispatching the public safety response to several categories of incidents, including but not limited to crimes in-progress, traffic/motor vehicle related incidents, public assistance requests, administrative judicial activities (such as summonses, notifications, station assignments, and service of court documents), fire incidents, hazmat incidents, and medical calls.

The Public Safety Information Technology (PSIT) team is tasked with managing and maintaining all systems utilized by Cambridge public safety agencies. PSIT utilizes a Help Desk, Development Lab, and Manager's Area located at the Robert W. Healy Public Safety Facility, allowing for better organization of the team and appropriate workspace for IT projects. The centralized support effectively streamlines workflow for communications, system security, service delivery, and project management for all technologies used by public safety agencies. The PSIT team is responsible for supporting over 700 public safety personnel and 16 sites with additional remote radio sites.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
TAXES	\$7,446,925	\$7,942,115	\$8,608,295
TOTAL BUDGETED REVENUE	\$7,446,925	\$7,942,115	\$8,608,295
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$6,644,445	\$7,141,400	\$7,985,235
OTHER ORDINARY MAINTENANCE	\$446,380	\$536,025	\$541,610
TRAVEL & TRAINING	\$36,020	\$55,300	\$55,850
EXTRAORDINARY EXPENDITURES	\$32,835	\$24,700	\$25,600
TOTAL BUDGETED EXPENDITURES	\$7,159,680	\$7,757,425	\$8,608,295
FULL-TIME BUDGETED EMPLOYEES	51	53	53

EMERGENCY COMMUNICATIONS - COMMUNICATIONS CENTER






MISSION & SERVICES

ECD operates a combined (Police, Fire, and EMS) Emergency Communications Center (ECC). ECC telecommunications dispatchers handle an average of 144 emergency calls and over 340 non-emergency calls per day, or approximately 177,000 telephone calls per year, which has increased due to the implementation of wireless direct and text-to-911. The administration is committed to continuously evaluating, educating, and training the staff to deliver the most efficient and complete service to the community and to investing in new technology to facilitate and enhance emergency response services and the delivery of them.



Emergency Communications Center

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Efficiently process calls and dispatch emergency responder units, and improve the skills of emergency telecommunications dispatchers.
-  2. Improve the quality of training and pre-arrival instructions for Police, Fire, and EMS calls.
-  3. Improve service to the community by taking reports over the telephone (Teleserve).
-  4. Increase the use of technology in the daily operations of the ECC to notify and prepare the community as well as aid first responders.
-  5. Promote diversity and inclusion within the Department and throughout the City through policy development, recruitment, and community outreach.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Percent of 911 calls answered within 20 seconds	99%	99%	100%
1	Percent of 911 calls dispatched within 90 seconds of call answering	95%	96%	98%
1	Average number of training hours per telecommunicator	41	40	40
2	Percent of calls processed in compliance with standards	90%	89%	95%
3	Number of Teleserve reports taken over the phone by ECC staff	19	20	50
4	Number of notifications to the public regarding public safety incidents	2,696	2,638	3,000
5	Number of employee and peer-support network engagement activities	9	18	15
5	Number of initiatives to increase cultural competence within the Department and community engagement and outreach activities	8	10	10

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$5,175,685	\$5,581,200	\$5,846,980
OTHER ORDINARY MAINTENANCE	\$140,750	\$157,025	\$158,710
TRAVEL & TRAINING	\$8,335	\$15,300	\$15,850
EXTRAORDINARY EXPENDITURES	\$1,065	\$3,700	\$4,000
TOTAL BUDGETED EXPENDITURES	\$5,325,835	\$5,757,225	\$6,025,540
FULL-TIME BUDGETED EMPLOYEES	40	42	42







EMERGENCY COMMUNICATIONS - PUBLIC SAFETY IT

MISSION & SERVICES

The Public Safety Information Technology (PSIT) team consists of IT professionals who provide specialized technical services and support for the Emergency Communications, Fire, and Police Departments. The PSIT team provides both system and application support as well as data center, servers, network, radio infrastructure, desktop, security, and application support. The PSIT Help Desk provides proactive customer service 24 hours a day, 365 days a year to approximately 700 users in over 16 locations throughout the City of Cambridge as well as remote radio sites. The team closes approximately 110 support tickets per week, while managing and coordinating all maintenance and upgrade work for critical systems. The team is also responsible for the project management of all IT projects for Cambridge Public Safety Departments.

The Department will continue to address cyber security, telecom mandated requirements, and the growth of and changes to the Public Safety Network. In FY21, PSIT will be replacing the Police & Fire Departments Record Management Systems, along with the ECD's Computer Aided Dispatch and Mobile systems. These core Public Safety applications have reached end of life, as such this major application implementation program will be starting next year.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Effectively manage the delivery of public safety technology services.
-  2. Increase efficiency of Public Safety Information Technology (PSIT) systems and applications.
-  3. Provide high quality customer service to public safety users.
-  4. Guide technology decision-making to ensure consistency with public safety business and City-wide strategic plan.
-  5. Ensure a skilled, responsive and innovative workforce that keeps current with evolving mission or department critical technologies in public safety.
-  6. Improve public safety technology services through professional development of PSIT personnel.



Cambridge Police Academy Main Classroom that also serves as the back-up Emergency Operations Center

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Percent of time the Data Center is up and available	n/a	99%	99.9%
1	Percent of time that email is up and available.	n/a	99%	99.9%
1	Percent of time the network services are up and available.	n/a	99%	99.9%
1	Percent of time the radio network is up an available.	n/a	99%	99.9%
2	Number of technology projects completed both innovative and customer focused.	10	15	18
2	Average number of requests from users completed per year.	4,4434	5,200	5,800
4	Percent of completed projects meeting identified City-wide goals and PSIT standards.	n/a	80%	90%
5	Number of system and application upgrades implemented to increase technological capacity.	13	18	20
5	Number of public safety technology safety awareness campaigns for users.	6	10	12
6	Percent of completed annual training plans for Department staff.	n/a	85%	100%
6	Average number of training hours attended per PSIT staff.	20	24	32

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,468,760	\$1,560,200	\$2,138,255
OTHER ORDINARY MAINTENANCE	\$305,630	\$379,000	\$382,900
TRAVEL & TRAINING	\$27,685	\$40,000	\$40,000
EXTRAORDINARY EXPENDITURES	\$31,770	\$21,000	\$21,600
TOTAL BUDGETED EXPENDITURES	\$1,833,845	\$2,000,200	\$2,582,755
FULL-TIME BUDGETED EMPLOYEES	11	11	11

FIRE

DEPARTMENT OVERVIEW

The mission of the Cambridge Fire Department (CFD) is to protect the lives and property of Cambridge residents from fires, natural and man-made disasters, and hazmat incidents; to save lives by providing emergency medical services; and to prevent fires through prevention and education programs. To fulfill these responsibilities safely and efficiently, firefighters continually train, develop skills, and prepare for aggressive action to protect the City.

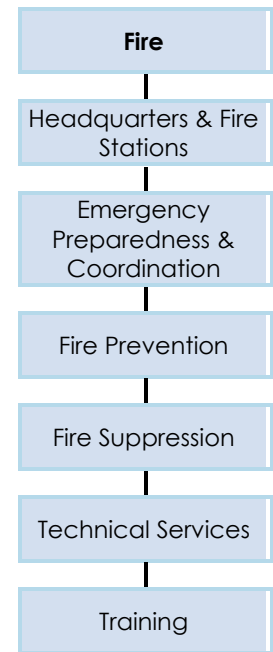
CFD has a long history of providing quality emergency medical services and currently has five units that deliver Advanced Life Support (Paramedic) services to the City. In addition, since 2018, the Department has a bicycle Emergency Medical Services (EMS) team which is deployed at planned events such as festivals, as well as throughout the City on summer weekend nights. Due to the congestion sometimes caused at larger events, the bicycle team can arrive more quickly to a location to treat a patient until other CFD modes of transportation arrive, providing care at critical moments.

CFD is a member of MetroFire, the Boston area fire mutual aid network that consists of the Massachusetts Port Authority Fire Department and 36 cities and towns. In addition, CFD is a member of the Metro Boston Homeland Security Region, comprised of nine cities and towns, also known as the Boston Urban Area Security Initiative (UASI) region. This Department of Homeland Security program focuses on enhancing preparedness to build and sustain regional enhanced capabilities as well as security of critical infrastructure and assets.

CFD has been nationally rated as an Insurance Services Office (ISO) Class 1 Fire Department for many years, a distinction offered to only 373 of the 46,000 fire departments/fire protection districts in the United States. CFD is staffed by 278 sworn members and 7 civilian members under command of the Chief Engineer. Operating with a total teamwork concept and within the National Incident Management System, the Department consists of two Line Divisions and five Staff Divisions. Line Divisions, including Engines, Ladders, Squads, Rescue, and Division Chiefs, operate from eight fire houses strategically located throughout the City. Staff Divisions, including Emergency Preparedness and Coordination, Emergency Medical Services, Fire Prevention, Technical Services, and Training, support the men and women working in the field.

CFD is expanding its community engagement and recruitment efforts in order to make the prospect of becoming a Cambridge Firefighter more alluring to Cambridge residents. Informational meetings and exam assistance sessions will aid in fulfilling the goal of hiring and retaining Cambridge residents. The Summer Youth Academy is entering its fourth year and continues to grow annually. The Summer Youth Academy is garnering the attention of the City's youth, including residents who return for additional years and those who have heard of the experience from others and would like to be a part of it.

The Department continues to explore opportunities to develop a Fire Cadet program, similar to the recently re-instated Cambridge Police Cadet program. Such a program, designed in compliance with existing laws and regulations pertaining to the Human Resources Division of the Commonwealth of Massachusetts, would provide enhanced opportunities for Cambridge residents seeking employment in CFD.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$1,183,110	\$1,114,480	\$1,051,000
FINES & FORFEITS	\$1,075	\$4,000	\$4,000
LICENSES AND PERMITS	\$200,305	\$145,000	\$140,000
MISCELLANEOUS REVENUE	\$12,000	\$12,000	\$12,000
TAXES	\$49,609,730	\$51,221,505	\$55,079,185
TOTAL BUDGETED REVENUE	\$51,006,220	\$52,496,985	\$56,286,185
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$49,459,505	\$52,607,360	\$53,923,665
OTHER ORDINARY MAINTENANCE	\$1,548,215	\$1,537,180	\$1,591,020
TRAVEL & TRAINING	\$598,195	\$709,500	\$626,500
EXTRAORDINARY EXPENDITURES	\$234,390	\$145,000	\$145,000
TOTAL BUDGETED EXPENDITURES	\$51,840,305	\$54,999,040	\$56,286,185
FULL-TIME BUDGETED EMPLOYEES	283	285	285

FIRE - HEADQUARTERS & FIRE STATIONS

MISSION & SERVICES

The Cambridge Fire Department is charged with protecting one of the most densely-populated cities in the country. Cambridge has eight fire stations strategically located throughout the City that house eight engines, four ladder trucks, two paramedic squads, and one rescue unit as well as numerous specialty vehicles, apparatus, and equipment. The Department currently has five units that deliver Advanced Life Support (Paramedic) services to the City.

The CFD Operating Budget is divided among the eight stations:

- Headquarters (491 Broadway): \$23,418,945
- East Cambridge: \$5,768,190
- Inman Square: \$3,071,450
- Lafayette Square: \$7,719,850
- Lexington Avenue: \$3,039,460
- Porter Square: \$4,829,670
- River Street: \$2,703,990
- Taylor Square/Sherman Street: \$5,734,630



The Porter Square, North Cambridge Firehouse, home to Engine 4 and Squad 4

CFD will continue to work closely with Department Public Works (DPW) staff, including the Municipal Facility Improvement Plan Project Manager, to make improvements to the eight firehouses. Recent work includes a roof replacement, mechanical systems upgrade, and contaminate compartmentalization at the Taylor Square Firehouse. Additionally, a deep cleaning test pilot program was conducted in the River Street Firehouse, with a goal to implement a similar process in all firehouses. Upgraded fire alarm systems have been installed in every firehouse. In addition, electrical, carpentry and other repairs have been completed and furniture has been replaced. Recently, an architect was selected to begin the design for a comprehensive renovation of Fire Headquarters, which first opened in 1934.

In an ongoing effort to provide a safe and comfortable work environment for the members of the Department, midyear supplemental appropriations were approved in FY20, including: \$400,000 for design work for improvements at the River Street fire station; \$300,000 for design work for improvements at the Lexington Avenue fire station; and \$500,000 for interior concrete slab design and repair at the Inman Square and Lafayette Square fire stations.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$49,459,505	\$52,607,360	\$53,923,665
OTHER ORDINARY MAINTENANCE	\$1,548,215	\$1,537,180	\$1,591,020
TRAVEL & TRAINING	\$598,195	\$709,500	\$626,500
EXTRAORDINARY EXPENDITURES	\$234,390	\$145,000	\$145,000
TOTAL BUDGETED EXPENDITURES	\$51,840,305	\$54,999,040	\$56,286,185
FULL-TIME BUDGETED EMPLOYEES	283	285	285

FIRE - EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)

MISSION & SERVICES

The EPAC Office works closely with the Police and Public Health Departments and performs many functions integral to the successful emergency planning and response objectives of the City. The ongoing training and preparation exercises that occur across various disciplines within the City enhance overall capacity to plan for, respond to, and effectively manage emergency incidents.

The EPAC Office works in conjunction with other City departments, state agencies, and non-government organizations, such as the American Red Cross, to provide immediate assistance to affected residents and businesses following fires or other emergencies which may result in temporary displacement.





The EPAC Office oversees the Cambridge Local Emergency Planning Committee; coordinates interagency planning and response to hazmat incidents, terrorism, and pre-planned special events; collaborates with partners in the public and private sectors to increase resiliency to climate change; conducts compliance inspections of laboratory/research facilities in the City; and investigates all hazmat releases in Cambridge.

EPAC staff serve as safety officers during DPW’s Household Hazardous Waste Collection Days.



City departments and external partners participating in the City of Cambridge Disaster Debris Management Tabletop Exercise

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Conduct hazmat awareness and operational training for all City personnel who work in supportive capacities during hazmat incidents. Conduct annual hazmat exercise at the Emergency Operations Center.
-  2. Conduct fire safety programs for schools, industry, the elderly, and as requested.
-  3. Continue planning for disaster-related needs of special needs facilities by arranging site visits by Emergency Management staff to schools, daycare centers, health care facilities, and other special needs facilities in Cambridge.
-  4. Continue working with City departments and governmental and non-governmental agencies for post disaster-related needs.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of personnel trained	300	300	350
1	Number of hazmat exercises held	9	10	10
3	Number of site visits	10	36	36

FIRE - FIRE PREVENTION

MISSION & SERVICES

The primary objective of the Fire Prevention Division is to reduce the risk of fires and safeguard the lives, welfare, and economy of the community. The Fire Prevention Division enforces fire laws, regulations, and building codes; provides fire safety education to the public; and investigates fires. Two major functions of the Division include the review of engineered building plans for all life safety systems and the inspection and testing of fire alarms, sprinklers, and suppression systems.

The Division administers the inspection program for public and private schools, hospitals, hotels, clinics, daycare centers, theaters, and nursing homes. It also administers the smoke detector/carbon monoxide inspection program, performs state-mandated inspections of fuel storage tanks, and inspects restaurants and nightclubs in conjunction with the City's License Commission. Additionally, the Division educates the public on ways to protect life and property. In FY20 the Safe Program and the Senior Safe Program transitioned to the Fire Prevention Division. Moving forward, this consolidation will allow all aspects of the fire safety public education message to be coordinated through one office. Public education is one of the CFD's core missions.

The Fire Investigation Unit falls within the purview of the Fire Prevention Division. The Unit is mandated by Massachusetts General Laws to investigate the origin and cause of every fire in the City. This is accomplished by evidence collection, scene reconstruction and data analysis. Members of the Unit work closely with both local and state law enforcement agencies as well as the District Attorney's Office when the cause of a fire is determined to be incendiary.



Test your Smoke Alarms

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Perform fire prevention inspections in all neighborhoods of the City.
-  2. Conduct Fire Protection Plan reviews and assessments.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of state-mandated inspections of facilities, including hospitals, schools, nursing homes, and theaters	1,170	1,170	1,170
1	Complaint investigations	97	100	125
1	Residential smoke detector compliance inspections	1,021	1,025	1,050
1	Number of fire alarm permits issued	497	475	500
2	Major projects and developments	57	50	50
2	Renovation and improvement projects	630	600	600

FIRE - FIRE SUPPRESSION

MISSION & SERVICES

The Fire Suppression Division provides first-line defense against fires, including the protection of life, property, and the environment. The duties of firefighters in the 21st century have expanded to include prevention of fires, provision of pre-hospital emergency medical care at the advanced life support level, and mitigation of incidents involving hazmat releases. Fire personnel are also called upon to rescue people trapped in or by collapsed buildings, elevators, machinery, motor vehicles, or ice and water accidents. As part of the MetroFire Mutual Aid Network, Cambridge Fire Companies regularly respond to surrounding communities to assist when needed.



Responding to a 3-alarm fire in a residential building in East Cambridge

Firefighters continually participate in an aggressive training regimen in all facets of their job. Fire Suppression Division members also perform fire prevention and safety field inspections and smoke and carbon monoxide detector installation compliance inspections. To engage the community more actively, they participate in neighborhood walks, give fire station tours to school and community groups, and participate in community events.

The Division also performs regularly scheduled hydrant inspections and testing, water flow testing, hose testing, and equipment testing and maintenance. During winter months, local fire companies clear snow and ice from hydrants in their respective neighborhoods.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. **Deploy fire suppression resources to contain and extinguish fires, minimizing injuries and property loss consistent with ISO standards. Continue to achieve a 4-minute response time for the first arriving CFD unit 95% of the time, and an 8-minute response for the entire first alarm assignment 90% of the time.**

FIRE - TECHNICAL SERVICES

MISSION & SERVICES

The Technical Services Division (TSD) is responsible for the purchase and maintenance of all equipment required to provide CFD services to the City and its residents. TSD supplies eight firehouses and is responsible for the upkeep of these buildings. TSD also maintains and calibrates the sophisticated sampling devices and meters used to detect substances from carbon monoxide and natural gas to liquid, gaseous, and particulate weapons of mass destruction.



In addition, a two-person Motor Squad falls under the command of the TSD. This squad performs high quality repairs to fire apparatus and other specialty apparatus in a timely fashion.

The Administrative Services Division manages payroll, billing, workers' compensation, and various other administrative and personnel support functions. Staff also play a key role in the administration of CFD's annual budget.



Meters being calibrated for incidents

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Maintain equipment and vehicles to ensure safe and dependable performance.
-  2. Implement cost effective and energy efficient repairs to all firehouses.

FIRE - TRAINING DIVISION

MISSION & SERVICES

The mission of the Training Division is to ensure that Department personnel can function at a high competency level while delivering various emergency services to the residents and visitors of Cambridge. The Training Division accomplishes this by offering training in a wide variety of tasks and associated equipment. Fire service in the 21st century is faced with a multitude of challenges. The best way to meet these challenges is to have a well-trained firefighting force, proficient in the use of a myriad of tools and equipment. Professionalism and courtesy are expected always.



Firefighters reviewing cold water and ice rescue skills at Fresh Pond

Training is a critical component of fire service and is carried out in multiple settings, including classroom, hands-on task and tool familiarization, and even in the fire station in settings as informal as a discussion on the apparatus floor. While basic firefighting skills are still taught and reinforced for the duration of a firefighter’s career, the expansion of services continues to evolve and requires training in other more technical responsibilities, such as technical rescue, structural collapse, hazardous materials, and water and ice rescue.

Emergency medical, pre-hospital response is also a critical component of the Cambridge Fire Department’s mission. In order to maintain a high level of paramedic and basic emergency medical technician skills, classroom and hands-on emergency medical training is constant.

Through its cooperative relationships with other City departments, as well as many institutions and businesses in Cambridge, CFD is able to tap into a wealth of resources for training in emergency medical care, response to suspicious incidents, active shooter incidents, and other potentially threatening situations that may arise.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Promote firefighter safety by conducting training courses and issuing periodic training bulletins.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Cumulative number of training hours	52,926	57,000	57,000
1	Number of training hours per uniformed personnel	216	230	230
1	Number of training bulletins issued	10	10	10

INSPECTIONAL SERVICES

DEPARTMENT OVERVIEW

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



ISD enforces the City of Cambridge Zoning Ordinance, including the Short-Term Rental and the Cannabis Establishment Ordinances. The Department provides administrative support to the Board of Zoning Appeal and oversees the retention of records related to zoning appeals and building permits.

ISD provides services to the City for the oversight of emergency demolition and boarding up of dangerous buildings, as well as emergency inspections required as a result of utility outages, fires, accidents, and similar events affecting the health and safety of residents and buildings.

Weights and Measures operations have been incorporated into ISD and has collaborated with the taxi industry on new digital metering applications.

ISD is working aggressively with the Rodent Task Force in neighborhoods impacted by high rodent activity to educate residents about mitigation measures and to cite violations.

The Department is reviewing implementation of the Short-Term Rental Ordinance. ISD has contracted with a third-party company that will provide website scraping data of short-term rental operators in order to increase compliance. In addition, the Department is exchanging information with the State Department of Revenue regarding short-term rental registrations.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$137,325	\$141,900	\$149,500
FINES & FORFEITS	\$3,375	\$700	\$1,000
INTERGOVERNMENTAL REVENUE	\$17,925	\$17,925	\$17,925
LICENSES AND PERMITS	\$37,007,300	\$33,679,750	\$17,344,000
MISCELLANEOUS REVENUE	\$62,650	\$108,200	\$114,840
TAXES	(\$12,662,210)	(\$13,467,075)	(\$13,425,790)
TOTAL BUDGETED REVENUE	\$24,566,365	\$20,481,400	\$4,201,475
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$3,488,875	\$3,607,700	\$3,956,345
OTHER ORDINARY MAINTENANCE	\$101,530	\$163,185	\$220,960
TRAVEL & TRAINING	\$7,540	\$37,175	\$14,170
EXTRAORDINARY EXPENDITURES	\$0	\$10,000	\$10,000
TOTAL BUDGETED EXPENDITURES	\$3,597,945	\$3,818,060	\$4,201,475
FULL-TIME BUDGETED EMPLOYEES	29	29	29

INSPECTIONAL SERVICES - BOARD OF ZONING APPEAL

MISSION & SERVICES

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

The Cambridge Zoning Ordinance regulates the development and use of real property in the City and is controlled by MGL chapter 40A. Building permit applications are reviewed for compliance with the Ordinance prior to the issuance of a building permit.

Some uses and/or developments of real property may require relief from the BZA.

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



Building Inspection Districts in Cambridge

FY21 OBJECTIVES & PERFORMANCE MEASURES



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

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of BZA applications	160	162	160

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$228,250	\$235,710	\$366,675
OTHER ORDINARY MAINTENANCE	\$67,725	\$100,500	\$100,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$295,975	\$336,210	\$467,175
FULL-TIME BUDGETED EMPLOYEES	2	2	3




INSPECTIONAL SERVICES - INSPECTION & ENFORCEMENT

MISSION & SERVICES

The Inspection & Enforcement Division performs inspections related to building, electrical, plumbing, gas, sheet metal, mechanical, food establishments, housing, short-term rentals, and other permits. The Department maintains daily open counter hours to answer questions and address concerns by the public. In addition, ISD provides the following services: response to emergency inspection calls 24 hours per day through the City’s emergency response services (911); response within 48 hours to SeeClickFix service requests in areas under its purview, including GIS mapping of complaint locations; participation in the Task Force for alcohol establishment inspections; and sanitary inspection of city festivals to monitor food hygiene.

Building, electrical and plumbing inspectors enforce the State Building Codes as well as respond to emergencies and complaints. Sanitary inspectors enforce the State Sanitary Code at businesses and events. Housing inspectors inspect residential rental properties for violations and complaints. To complement the City’s activity on rodent control, ISD is conducting team inspections of neighborhoods with high rodent activity; has increased inspections of dumpsters; and is requiring ongoing extermination efforts at properties undergoing substantial renovation or new construction.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Process building permit applications, improve community access to permit information online, and conduct required inspections in a timely and efficient manner.
-  2. Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with state requirements and by improving community access to inspection reports.
-  3. Process and respond to resident housing conditions and related complaints in a timely and professional manner.
- 4. Conduct targeted, proactive, inspections, collaboration related to the City's rodent control efforts.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of compliance inspections (building permits)	6,095	6,000	6,000
2	Number of compliance inspections and re-inspections	2,415	2,400	2,400
3	Number of inspections (housing complaints)	4,105	4,200	4,200
3	Number of licensed dumpster inspections completed	1,047	1,000	1,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,260,625	\$3,371,990	\$3,589,670
OTHER ORDINARY MAINTENANCE	\$33,805	\$56,765	\$114,180
TRAVEL & TRAINING	\$7,540	\$36,175	\$13,170
EXTRAORDINARY EXPENDITURES	\$0	\$10,000	\$10,000
TOTAL BUDGETED EXPENDITURES	\$3,301,970	\$3,474,930	\$3,727,020
FULL-TIME BUDGETED EMPLOYEES	26	26	26

INSPECTIONAL SERVICES - WEIGHTS & MEASURES

MISSION & SERVICES

The Weights and Measures Division is charged with ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Division enforces all laws, ordinances, and regulations relating to the accuracy of weighing and measuring devices used by local business establishments. These devices include taxi meters and new taxi applications, retail motor fuel dispensers, as well as hospital, health clinic, pharmacy, and retail store scales.

The Division also inspects prepackaged food and merchandise for compliance with weight, measures, and labeling requirements, and investigates complaints of inaccurate weight, measure, or count. The Division uses the National Institute of Standards and Technology's Handbook 44 in its testing of weighing and measuring devices.

Weights and Measures staff respond to and investigate public complaints about inaccurate scales. Duties within the Division have been distributed among Department staff, which has had a positive impact on businesses affected.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the City, including retesting of devices when necessary.**
2. **Maintain inspection of prepackaged food items and inspection of food and retail store scanner systems.**
3. **Continue inspection of taxi meters; one inspection per meter per year is required.**
4. **Regularly test gasoline pump meters and vehicle oil tanks.**
5. **Perform spot inspections of scanner systems.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of scales, avoirdupois weights, metric weights, and apothecary and Troy weights tested	304	600	650
3	Required taxi meter inspections performed	150	150	150

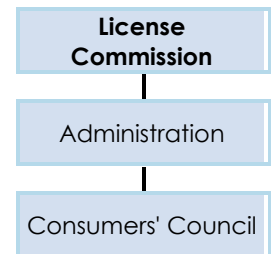
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$0	\$5,920	\$6,280
TRAVEL & TRAINING	\$0	\$1,000	\$1,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$6,920	\$7,280
FULL-TIME BUDGETED EMPLOYEES	1	1	0

LICENSE COMMISSION

DEPARTMENT OVERVIEW

The Board of License Commissioners (the "Board") is responsible for ensuring public safety and service to the public by licensing and regulating: sale and/or service of alcohol; restaurants; entertainment; taxicabs; livery services; hawker/peddlers; lodging houses; dormitories; hotels; garages; open air parking lots; flammable storage facilities; and other businesses. The Board also enforces the Noise Control Ordinance.



The Board is comprised of three members and was created under the Special Acts of 1922 and has been actively protecting the residents and visitors of Cambridge for over 95 years. Its unique structure includes the head of both the Police and Fire Departments as voting members, which provides the Board with swift access to reports from first responders about unsafe conditions. The Board meets monthly to review applications, policy, rules and regulations, disciplinary matters, and requests related to licensed premises.

License Commission staff process applications and renewals for annual licenses, special one-day licenses, hackney licenses, and special noise variances, as well as handle policy, disciplinary matters, and violations for the Board. Staff also answer questions and provide assistance to applicants who seek guidance.

Civil Investigators conduct investigations of all complaints relative to the matters enforced or regulated by the Board. The Hackney Officer works with the taxi industry and the general public to ensure safety for those who travel in Cambridge-licensed taxicabs and livery, and partners with departmental staff investigating liquor establishments. Staff also provide administrative support for the Pole and Conduit Commission, which regulates the installation and maintenance of electrical poles and underground conduits in Cambridge.

The Consumers' Council aids community members who are in dispute with local businesses, frequently providing a resolution without the need to go to small claims court.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$28,075	\$22,000	\$22,000
FINES & FORFEITS	\$60	\$13,200	\$6,000
INTERGOVERNMENTAL REVENUE	\$54,000	\$54,000	\$65,000
LICENSES AND PERMITS	\$2,465,000	\$2,408,060	\$2,413,400
TAXES	(\$935,925)	(\$867,090)	(\$1,004,120)
TOTAL BUDGETED REVENUE	\$1,611,210	\$1,630,170	\$1,502,280
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$1,257,100	\$1,361,100	\$1,460,240
OTHER ORDINARY MAINTENANCE	\$14,670	\$21,150	\$34,520
TRAVEL & TRAINING	\$1,535	\$7,300	\$7,520
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,273,305	\$1,389,550	\$1,502,280
FULL-TIME BUDGETED EMPLOYEES	11	11	11

LICENSE COMMISSION - ADMINISTRATION

MISSION & SERVICES

The mission of the Board is to regulate businesses or activities that can adversely impact public safety. The License Commission staff continues to assist the public with the new online permitting and licensing system.

The Hackney Division is charged with oversight of 257 licensed Cambridge taxicabs, as well as licensed livery vehicles in Cambridge and out-of-town taxicabs illegally picking up customers in the City. In consideration of the challenges faced by the hackney industry, the City continues to work with stakeholders to find ways to support the industry. In FY20, the Hackney Rules and Regulations were updated to allow the use of e-hail/mobile applications and the first taxi application was licensed as a radio dispatch service. Soft meters were introduced to the Cambridge taxi industry. Quarterly meetings were implemented with the Taxi industry to promote open communication and further training. The City has continued to waive all renewal fees for current medallion and hackney driver license holders. Continued relationship with Curb Mobility has led to the possibility of Cambridge taxicabs participating in the MBTA paratransit program. Finally, multiple departments collaborated with representatives of the taxi cab industry to create a hybrid vehicle lottery program for existing medallion holders.






In an attempt to reduce noise complaints and violations in the City, the License Commission's Investigative Unit actively patrols Cambridge for violations of the Noise Control Ordinance. Close attention is paid to areas where there have been previous or current noise complaints, previous noise violations or known construction. In addition, the Unit attends Department of Public Works' regular meetings with contractors to remind them of allowable construction hours and noise variances. Increased communication with commercial leaf blower operators resulted in less observed/reported violations by permitted companies. In addition, the implementation of cease and desist letters and communications with unpermitted companies or persons has continued to demonstrate a decrease in unpermitted companies; an increase in permitted companies; and an overall reduction in violations of the Leaf Blower Ordinance.

Compliance checks are performed to ensure establishments take proper measures to avoid alcohol sales to minors.

An amended renewal process ensured that all license holders required to do so had a valid Certificate of Inspection; paid all fees due to the Inspectional Services Department; and had a complete record with both departments regarding the occupancy of the space.

The Pole and Conduit Commission implemented an online small cell-specific application as well as a Small Cell Policy.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and decrease violations of local rules and regulations.
-  2. Finish the implementation of the ViewPoint online permitting, renewal, and licensing system, making changes to the system after surveying users.
-  3. Continue to work with the Inspectional Services and Fire Departments to streamline the renewal process for liquor licenses to provide a faster and more efficient method of renewal.
-  4. Continue to work with City departments to educate licensees on operating safely and in a manner that is inclusive to all.
-  5. Reduce noise complaints in Cambridge and ensure compliance with the Noise Control Ordinance.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,064,310	\$1,174,915	\$1,264,205
OTHER ORDINARY MAINTENANCE	\$14,205	\$19,650	\$31,020
TRAVEL & TRAINING	\$1,535	\$5,800	\$6,020
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,080,050	\$1,200,365	\$1,301,245
FULL-TIME BUDGETED EMPLOYEES	9	9	9

LICENSE COMMISSION - CONSUMERS' COUNCIL

MISSION & SERVICES

The Consumers' Council works in cooperation with the State Attorney General's Office to mediate individual consumer/business disputes for residents from Cambridge, Somerville, Waltham, Arlington, Belmont and Watertown.

The Council provides resources, support, and influence on consumer matters, including advice relating to fraud and scams. Council staff are watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Council serves as an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for local community members.

The Council is responsible for organizing the semiannual Shred Day event. The event attracts an average of 300 Cambridge residents, enabling them to shred information for free to avoid identity theft. The event is also used by the Council as an opportunity to educate residents on how to be a smart consumer.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Sponsor consumer education events and activities to empower residents to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.**
2. **Partner with other City departments, state agencies, and consumer organizations to provide individual consumer assistance or take action on behalf of groups of consumers or all consumers in general.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Educational workshops or public forums held in Cambridge	8	10	10
1	Citywide shred days for Cambridge residents and significant website additions	8	9	10
2	Number of joint events sponsored with other City departments, nonprofit organizations, and state agencies	10	10	10
2	Number of events hosted by national consumer agencies in which the Consumers' Council participated	5	8	9

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$192,790	\$186,185	\$196,035
OTHER ORDINARY MAINTENANCE	\$465	\$1,500	\$3,500
TRAVEL & TRAINING	\$0	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$193,255	\$189,185	\$201,035
FULL-TIME BUDGETED EMPLOYEES	2	2	2

POLICE

DEPARTMENT OVERVIEW

The Cambridge Police Department (CPD) is committed to providing Cambridge residents and visitors with the highest level of professional law enforcement services while respecting the constitutional rights of all. The strength of the organization lies in its philosophy and method of operation, which combines the effectiveness of community policing and problem-oriented policing.

The Department seeks to promote long-term crime reduction by creating and maintaining widespread legitimacy in the community.

The Department is a dedicated and diverse group of professionals who are committed to working with the community to make Cambridge a safe and desirable place to live, work, and visit. CPD's mission is to partner with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent.

Developing partnerships with the community and City agencies further enhances public safety and builds a stronger, safer community. The Department's core values are: integrity, professionalism, fairness and impartiality, teamwork, efficiency, advocacy, and empathy. For a detailed explanation of these core values, please visit CPD's website at www.cambridgema.gov/cpd.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$1,645,120	\$1,589,355	\$1,542,355
FINES & FORFEITS	\$2,861,570	\$2,953,725	\$2,903,925
INTERGOVERNMENTAL REVENUE	\$856,605	\$856,605	\$856,605
LICENSES AND PERMITS	\$127,390	\$126,865	\$126,065
MISCELLANEOUS REVENUE	\$118,290	\$100,000	\$80,000
TAXES	\$53,667,010	\$57,879,430	\$60,416,995
TOTAL BUDGETED REVENUE	\$59,275,985	\$63,505,980	\$65,925,945
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$56,947,205	\$58,305,035	\$62,288,535
OTHER ORDINARY MAINTENANCE	\$2,309,585	\$2,403,410	\$2,529,410
TRAVEL & TRAINING	\$423,370	\$419,000	\$382,500
EXTRAORDINARY EXPENDITURES	\$552,915	\$635,500	\$725,500
TOTAL BUDGETED EXPENDITURES	\$60,233,075	\$61,762,945	\$65,925,945
FULL-TIME BUDGETED EMPLOYEES	323	329	329

POLICE - COMMISSIONER'S OFFICE




MISSION & SERVICES

The Office of the Commissioner is responsible for the effective operation of the Department as well as planning for the future. To be transparent and responsive to the needs, questions, and concerns of the community, CPD continues to actively utilize social media and technological tools such as Cambridge’s Open Data Portal, Commonwealth Connect, Nextdoor, and online access to the daily public log as well as monthly and annual crime reports. These areas supplement the proactive outreach CPD conducts on a regular basis on the streets and through its many partnerships. The Department is committed to working with community leaders, residents, and law enforcement agencies to exchange and receive information regarding problems, often in real time, to ensure neighborhood integrity.



Commissioner Bard at Let's Talk Family Literacy Day

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Continue to improve relationships with Cambridge residents, businesses, and universities through outreach and collaborations.
- 
2. Enhance access to information for residents on neighborhood crime prevention methods. Improve communication between the community and the Police Department to exchange information more effectively.
- 
3. Identify deficiencies in policies and procedures, as well as training needs. Continuously work to improve the trust and confidence between the Police and the community to foster a strong relationship.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Percent of Quality of Service Assessment respondents who positively rated the professionalism of officers' conduct	98%	99%	100%
2	Percent of Quality of Service Assessment respondents who positively rated the overall CPD response	96%	97%	100%
2	Percent of incidents where a person was taken into custody and force was used	5%	4%	4%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$955,400	\$851,240	\$650,140
OTHER ORDINARY MAINTENANCE	\$66,925	\$89,650	\$74,000
TRAVEL & TRAINING	\$369,370	\$354,000	\$312,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,391,695	\$1,294,890	\$1,036,640
FULL-TIME BUDGETED EMPLOYEES	4	4	3

POLICE - PROCEDURAL JUSTICE

MISSION & SERVICES

The Office of Procedural Justice focuses on proactively monitoring data relating to police-community interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents, as well as assessing the Department’s compliance with statutes, ordinances, and regulations aimed at mandating accountability. The Office helps demonstrate CPD's commitment to increasing transparency, accountability, and introspection.

Procedural Justice is based on four central principles: treating people with dignity and respect; giving community members a voice during encounters; being neutral in decision making; and conveying trustworthy motives. Procedurally just policing is essential to the development of goodwill between police and communities.

The Procedural Justice Unit provides the community the ability to see how the Department and its officers are interacting with the public. The transparency of the Unit and sharing of data helps build on the trust and openness CPD has with the community.

The Department has reviewed and refined its data collection methods and is developing a dashboard that will provide public access to this information in near real-time.



Current CPD members talking about their experiences as Police Officers to potential candidates for the Police Exam

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Provide increased protection to the Cambridge community through enhanced transparency, accountability, and introspection. Use metrics that are both informative and procedurally just (fair).

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$303,230	\$389,780
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$303,230	\$389,780
FULL-TIME BUDGETED EMPLOYEES	0	2	2

POLICE - PLANNING, BUDGET & PERSONNEL

MISSION & SERVICES

The primary functions of the Office of Planning, Budget & Personnel are to support the Commissioner by maintaining sound hiring practices, preparing and monitoring the budget, providing strategies for project management of Department initiatives, and reinforcing the Department's system of accountability.

The Office continues to recruit Police Officer and Cadet candidates through community engagement, internships, work-study programs, and other agencies supporting employment. In addition, the Office works with the Professional Standards Unit to coordinate the background process for hiring new Police Officers.



The Inaugural class of the Cambridge Northeastern Police Academy

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to refine a strategic plan that encompasses a mission and vision for the Department that is invested in working hand-in-hand with the community to solve problems, build public trust and legitimacy, increase transparency and accountability, and adopt procedural justice as the guiding principle for internal and external policies and practices.



2. Promote diversity, equity and inclusion in the Department's recruitment efforts.

3. Provide unique volunteer and employment programs designed specifically for young residents interested in a career in public safety.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$687,180	\$676,005	\$828,220
OTHER ORDINARY MAINTENANCE	\$92,670	\$75,000	\$82,550
TRAVEL & TRAINING	\$41,960	\$55,000	\$55,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$821,810	\$806,005	\$965,770
FULL-TIME BUDGETED EMPLOYEES	6	6	7

POLICE - PROFESSIONAL STANDARDS

MISSION & SERVICES

In support of CPD's mission to improve transparency, the Professional Standards Unit conducts audits and inspections of its procedures; monitors compliance with Department policies and requirements; and assesses the quality of services provided by CPD. The Unit also receives, processes, and investigates community complaints about Police Officer conduct and staff investigations. In order to maintain the public's trust and the Department's integrity, the Unit conducts immediate and objective investigations of all complaints. The City also has an independent Police Review and Advisory Board that investigates complaints, reviews policies, and makes recommendations to the Police Commissioner.



Officers in Harvard Square engaging the community

Another key function of the Professional Standards Unit involves facilitating proactive communication regarding Police Officer performance through mediation. An "Early Intervention System" is utilized to help identify officers who might benefit from additional retraining and/or counseling and to identify any departmental policies in need of review. The Professional Standards Unit is also responsible for conducting all public safety background investigations for the City.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to uphold the integrity of the Police Department through a thorough review of policies, processes, and incidents. Maintain transparency between CPD and the community.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$975,660	\$951,910	\$1,033,980
OTHER ORDINARY MAINTENANCE	\$5,240	\$5,000	\$5,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$980,900	\$956,910	\$1,038,980
FULL-TIME BUDGETED EMPLOYEES	4	4	4

POLICE - PATROL

MISSION & SERVICES

As CPD's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity, and maintenance of peace in the community. Police Officers are assigned throughout the City to increase visibility, enforce the laws of the Commonwealth, and foster positive relationships with community members.

Patrol Officers in the Operations Division respond to emergency and non-emergency calls for service and perform proactive assignments addressing quality of life issues, including enforcing traffic laws and patrolling City parks and playgrounds. Through analysis of crime trends and partnerships with the community, Patrol Officers are deployed to specific locations to maximize their effectiveness. Day Patrol and Night Patrol Sections work seven days a week, 365 days a year, to keep the community safe.



Cambridge residents, businesses and CPD teamed up to deliver more than 550 gifts to seniors

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Provide professional law enforcement services to residents through suppression and prevention of crime and apprehension of offenders. Foster trust and build relationships between officers and the community.
2. Increase presence in locations where quality of life issues are most prevalent through a combination of Park and Walk assignments (police visibility at a particular location) and Directed Patrols (police presence at a location to address specific community issues).

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of Part 1 crimes reported (Note: Part 1 crimes are those considered by the FBI to be the most serious. They include violent crimes and property crimes.)	2,412	2,400	2,350
1	Average number of days between identified Part 1 crime patterns and the elimination of the pattern by an arrest following increased patrol presence	41	25	23

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$32,392,230	\$32,290,975	\$34,355,370
OTHER ORDINARY MAINTENANCE	\$19,305	\$20,000	\$20,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$32,411,535	\$32,310,975	\$34,375,370
FULL-TIME BUDGETED EMPLOYEES	181	181	182

POLICE - TACTICAL OPERATIONS

MISSION & SERVICES

The Tactical Operations Division consists of four units that provide a ready response to situations beyond the capabilities of normally equipped and trained CPD personnel. The four units include the Explosive Ordnance Unit (Bomb Squad), Special Response Team (SRT), Tactical Patrol Force (TPF), and Crisis Negotiations Team.

The primary mission of the Explosive Ordnance Unit is to ensure the safety of residents in the event of an explosive-related incident. They are responsible for handling, transporting, and rendering safe all explosive items within Cambridge. The Unit is on-call 24 hours a day and includes several bomb dogs who also serve as regional assets that assist neighboring communities when needed.

The SRT is a highly trained and highly disciplined tactical team that can respond to any major crisis within the City. Its primary mission is to resolve high-risk incidents – such as hostage situations, high-risk search and arrest warrants, and barricaded suspects – with minimal loss of human life.

The TPF consists 80 officers who respond to incidents of civil disobedience, including protests, riots, and any other situation that may result in unrest. TPF officers are trained in special tactics to calm and control large crowds.

Finally, the Crisis Negotiations Team consists of specially trained officers who are prepared to handle negotiations during crisis situations.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. **Maintain a presence in the community to support awareness, education, increased visibility, and safety.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,033,880	\$1,008,795	\$953,600
OTHER ORDINARY MAINTENANCE	\$118,800	\$101,495	\$104,000
TRAVEL & TRAINING	\$12,040	\$10,000	\$15,000
EXTRAORDINARY EXPENDITURES	\$4,000	\$60,000	\$80,000
TOTAL BUDGETED EXPENDITURES	\$1,168,720	\$1,180,290	\$1,152,600
FULL-TIME BUDGETED EMPLOYEES	5	5	5

POLICE - TRAFFIC ENFORCEMENT

MISSION & SERVICES





The Traffic Enforcement Unit (TEU) conducts enforcement and education with the goal of reducing harm for those traveling in and through Cambridge and educating all roadway users about safety. Areas of enforcement focus include speeding, pedestrian safety, bicycle lane violations, distracted driving, and red-light violations. Education efforts around traffic and road safety also focus on hot spots and traffic infractions that frequently contribute to serious injury crashes and traffic congestion.



Motorcycles at the Head of the Charles

Members of the Unit ensure traffic safety at major incidents, including fires, large crime scenes, and protests, and provide dignitary protection to national and international officials visiting the City. In addition, the TEU includes Traffic Supervisors, whose main responsibility is ensuring the safety of school children at various intersections and crossings throughout Cambridge.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide the highest level of law enforcement and public safety services to motorists, pedestrians, and bicyclists in Cambridge.
-  2. Continue to support the City's Vision Zero objectives using sound data analysis and respond with enhanced data-driven enforcement strategies in collaboration with other City agencies.
-  3. Continue to work to reduce crash rate and severity by focusing on education and enforcement at high crash locations.
-  4. Continually train new and veteran officers on enforcement and education efforts that focus on harm reduction.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of reportable crashes citywide	1,473	1,436	1,399
1	Number of crashes at identified high crash locations	153	148	145
1	Number of bicycle crashes citywide	158	138	135
1	Number of assignments for bicycle lane violations citywide	1,905	2,090	2,100
1	Number of tickets issued by CPD for bicycle lane violations citywide	484	485	700
1	Number of written citations for crosswalk violations citywide	430	457	460
1	Number of citations for speeding violations	1,540	1,406	1,550
1	Number of assignments for speeding violations	523	500	550

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$4,005,860	\$3,818,430	\$4,327,250
OTHER ORDINARY MAINTENANCE	\$6,715	\$11,565	\$8,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,012,575	\$3,829,995	\$4,335,750
FULL-TIME BUDGETED EMPLOYEES	19	20	20

POLICE - ADMINISTRATION

MISSION & SERVICES

The Administration Section processes and coordinates all CPD support services. Various units within this Section oversee services such as records, details (off-duty employment), fleet maintenance, and property and evidence.

The Records Unit is a controlled public service area. It stores all police records and reports and also issues and archives Firearms Identification Cards and Licenses To Carry Firearms.

The Detail Office is responsible for assigning off-duty officers, and Special Police Officers to construction sites throughout the City to ensure motor vehicle, cyclist, and pedestrian safety. The Detail Office also assigns officers to security details at private companies. All work performed by off-duty officers comes at no cost to the Department.

The Court Prosecutor’s Office is the principle liaison between CPD and the entire court system. It is also responsible for officer scheduling and accountability for all court events and public information.

The Fleet Maintenance Unit is responsible for maintenance of the entire CPD fleet.

Finally, the Property and Evidence Unit is responsible for securing all properties that come into CPD control, such as physical evidence from crimes, prisoners’ personal belongings, and lost items.

FY21 OBJECTIVES & PERFORMANCE MEASURES

- \$** 1. Support overall CPD operations in managing records and increasing efficiency in the business process. Continue to improve the customer experience through technology, enhanced customer service, and management of vendor accounts.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,437,560	\$3,326,820	\$3,541,230
OTHER ORDINARY MAINTENANCE	\$1,500,685	\$1,545,200	\$1,604,175
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$548,915	\$575,500	\$645,500
TOTAL BUDGETED EXPENDITURES	\$5,487,160	\$5,447,520	\$5,790,905
FULL-TIME BUDGETED EMPLOYEES	26	24	24

POLICE - CRIMINAL INVESTIGATIONS




MISSION & SERVICES

Criminal Investigations Section staff investigate all serious crimes committed in the City, including murder, rape, robbery, aggravated assault, burglary, and felony larceny. The Section uses a report review system to support survivors of crime with follow-up phone calls to offer resources and provide status updates. Attention is focused on the survivors and victims, and all efforts are made to ensure that resolution is communicated and resources are provided to improve overall survivor services and support. The Crime Scene Unit processes crime scenes, evidence, and fingerprint classifications. The Unit again achieved accreditation under national standards for its latent print lab in FY19.



Criminal Investigations Officers at the Tobin Community School Halloween Party

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Enhance the integrated response system to domestic violence (DV) through internal CPD-wide trainings and trainings for community partners in collaboration with the Domestic and Gender-Based Violence Prevention Initiative and the Public Health Department. Continue reviewing DV cases with the High-Risk Assessment Team, which consists of other law enforcement agencies and nonprofit service providers that work with DV survivors. Provide quality services for high-risk survivors to attain a sense of safety and wellbeing.
- 
2. Continue to provide training to ensure that CPD is proactive and responsive to crime trends and the impact they have on officers and the community.
- 
3. Continue to use a community and social justice approach to policing. Work collaboratively with stakeholders and service providers to create a survivor-centered response to victims of sexual assault. Collaborate with DV partners in the Sexual Assault Response Team to ensure best-practices services are provided to survivors of sexual assault.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of DV training and outreach efforts	18	19	20
2	Number of Trauma Informed law enforcement trainings	1	2	2
3	Number of Sexual Assault Response Team meetings	9	10	11

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$5,464,475	\$6,748,310	\$6,491,715
OTHER ORDINARY MAINTENANCE	\$5,610	\$7,000	\$8,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$5,470,085	\$6,755,310	\$6,499,715
FULL-TIME BUDGETED EMPLOYEES	28	36	36

POLICE - FAMILY AND SOCIAL JUSTICE

MISSION & SERVICES

The mission of the Family and Social Justice Section is to protect Cambridge's most vulnerable populations: juveniles, homeless, those suffering from mental illness and substance abuse, seniors in need of dependent care, and survivors of domestic violence and/or sexual assaults.

The Section is comprised of the Family Justice Group, the Social Justice Group, and the Clinical Support Unit. The Section provides services to members of the community who would be better served through a social justice approach than what could be afforded to them through a conventional criminal justice approach. By bringing professional staff and specialists together, the Department is committed to providing vulnerable members of the community with a stronger sense of belonging through customized support, while enhancing the public's trust.

The Family Justice Group (FJG) works closely with other law enforcement agencies and community partners to identify youth in need of services and may make referrals to the Safety Net Collaborative (juvenile diversion program). This program has transformed the way in which Cambridge youth come into contact with the police and juvenile justice system, resulting in a reduction in juvenile arrests. FJG is comprised of Youth Resource Officers who are assigned to public schools and youth centers to provide daily contact for students, staff, and parents. The FJG also includes juvenile detectives who investigate crimes by juveniles with the goal of diversion to prevent reoffense and promote rehabilitation.

The Social Justice Group (SJG) has Outreach Officers for homeless outreach and mental health/senior outreach. These officers aim to improve individuals' quality of life by determining areas of risk and need and connecting them to community-based service providers.

The SJG also provides support to families victimized by domestic violence and/or sexual assault by maintaining contact with the families in a supportive role, advocating for their needs and identifying community-based support services. SJG also provides direct support to domestic violence survivors, serving as a liaison for criminal court cases.

The SJG works with individuals who have been identified as chronic criminal offenders through data analysis. Serving as case managers, staff assist these individuals and their families to integrate back into the community in a productive and meaningful way.

The SJG engages the community in identifying problems and works collaboratively on resolutions. The focus is on quality of life issues and conducting outreach and crime prevention programs to address concerns. CPD has established partnerships through liaisons with formal community organizations and business groups.





The Clinical Support Unit (CSU) enables the Department to strengthen its case management processes, support officers with topics such as mental health and youth development, and provide clinical oversight to the support services of the CPD.

CPD collaborates with the Department of Human Services Programs on a Door-to-Door campaign to raise community awareness of the resources available to youth and families, such as prevention programs, self-defense training, and bicycle safety classes.



A CPD Officer at the Morse School answering questions and talk about policing in Cambridge

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Continue collaborations between operational units to serve the most vulnerable members of the community who would be better served through a social justice approach.
- 
 2. Continue to divert delinquent behavior in Cambridge youth by providing individualized programs. Strive for success through the Safety Net Collaborative by tracking the number of youth who discontinue their behavior after completing the program.
- 
 3. Work with populations facing unique challenges and barriers, including seniors, people with mental health issues, and the homeless. Employ case management techniques to identify areas of risk and need, connect individuals to community-based services and resources, and conduct follow-up to monitor service utilization.
- 
 4. Develop partnerships with community members and organizations to combat the elements and perception of crime and increase the sense of safety and security in Cambridge. Facilitate programs and outreach efforts, such as the Neighborhood Sergeants program, to allow community members and CPD to work together to identify and address problems.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Percent of youth who successfully complete a formal CPD diversion program	92%	100%	100%
2	Number of youth interventions	441	450	500
4	Number of residents reached during Door-to-Door campaigns	2,752	2,800	2,850
4	Number of community-based meetings attended	541	550	575

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,463,445	\$4,656,425	\$5,003,745
OTHER ORDINARY MAINTENANCE	\$5,145	\$21,000	\$37,400
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,468,590	\$4,677,425	\$5,041,145
FULL-TIME BUDGETED EMPLOYEES	28	26	26

POLICE - SPECIAL INVESTIGATIONS



MISSION & SERVICES

The Special Investigations Unit (SIU) investigates illegal drug activity and vice crimes such as prostitution and gambling. SIU has adopted strategic planning methods to help alleviate the pressures imposed upon society by the culture of drug abuse and addiction. SIU also targets street-level drug dealers to reach their suppliers to fight the problem at its root level—in the streets, where the public is most exposed and affected.

The SIU works with local, state, and federal law enforcement agencies in combating illegal narcotic distribution networks and works to divert substance abusers into appropriate treatment options. Through partnerships with the Middlesex County District Attorney's Office, Cambridge Public Health Department, and Cambridge Prevention Coalition, CPD serves as an approved controlled substance collection site for residents of Cambridge. The anonymous drop box for controlled substances is located on the first floor of the Robert W. Healy Public Safety Facility.

CPD has formulated a comprehensive strategy to collaborate with community partners to reduce the number of overdoses in the community. Specifically, the Focused Deterrence program consists of social service providers, community leaders, and law enforcement agencies working together to prevent serious and chronic offenders from engaging in criminal behavior. The program's core philosophy is that offenders can be reformed with the proper support, services, and community engagement.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to address drug and vice activity through special investigations. Target street-level drug dealers to fight the problem at its root level. Target vice activity including human trafficking through outreach efforts, education, and enforcement.
-  2. Continue to adopt strategic planning methods to help alleviate the pressures and societal issues of drug abuse and addiction. Collaborate with local, state, private, nonprofit, and other community partners to reduce the number of opiate-related deaths in the City through outreach to provide education, reduce the stigma associated with addiction, and raise awareness about identified hotspots and victim residences.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,805,220	\$1,688,885	\$1,620,080
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$0
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,805,220	\$1,688,885	\$1,620,080
FULL-TIME BUDGETED EMPLOYEES	10	9	8


POLICE - TECHNICAL SERVICES

MISSION & SERVICES

Technical Services includes the Crime Analysis Unit (CAU), which carefully reviews all information such as crime reports, calls for service, arrest reports, and notices from other agencies to identify crime patterns such as series, sprees, hot spots, and trends.

Patrol and Investigative Commanding Officers use up-to-date information identified by the CAU to develop strategies to address emerging and ongoing crime problems and make presentations to the community. Officers receive briefings on current trends and analysis compiled by the CAU during every shift.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to produce monthly reports on crime trends, neighborhood problems, and tips, distributing them to staff through BridgeStat and the Annual Crime Report. Continue to collaborate with the Patrol and Criminal Investigations Sections to identify patterns through predictive policing, develop deployment plans to combat trends, and provide awareness to officers regarding these efforts.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$740,635	\$506,855	\$739,070
OTHER ORDINARY MAINTENANCE	\$193,040	\$217,500	\$285,700
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$933,675	\$724,355	\$1,024,770
FULL-TIME BUDGETED EMPLOYEES	6	5	5

POLICE - TRAINING

MISSION & SERVICES

The Training and Certification Unit is responsible for coordinating and directing CPD's training efforts. The Unit is also responsible for running CPD's annual in-service training program and leading the Cambridge-Northeastern Police Academy for new student officers. The Academy maintains training records and files for each officer, facilitates sending officers to training outside the Department, and distributes training materials and legal updates to Department members.

One of the goals of the Academy is to immerse the philosophy of procedural justice into the training of new officers while adhering to state curriculum requirements. Student officers learn that policing is a "people business" and that their success as officers will depend in great part on their ability to listen to and talk with community members. A key element of the training is the focus on experiential learning by having officers engage in scenario-based activities and community outreach.

The Unit also coordinates the training for the Cambridge Police Cadet Program, which was reinstated in FY20. The program provides a pathway for Cambridge youth interested in a career in public safety. The two-year program offers cadets on-the-job, classroom and fitness training. Cadets have the opportunity to learn about the daily operations and functions of the Department and culture of work, by rotating through various units and sections as well as participating in community policing activities. In FY20, the Department hired the first class of Cadets. The FY21 Budget provides funding for the Cadet Program to support a second Cadet class.

The Training Unit coordinates all training for sworn and non-sworn CPD personnel throughout the year to ensure all certifications and mandates are met. The Cambridge-Northeastern Police Academy continues to improve the type and quality of in-service training conducted annually for all sworn CPD personnel. By statute, Police Officers must attend 40 hours of in-service training each year.

CPD's training curriculum challenges policing practices and introduces progressive concepts such as integrating communications, assessment and tactics, trauma-informed care, procedural justice and legitimacy, fair and impartial policing, de-escalation, and other alternative resolutions for settling resident complaints. CPD continues to train and certify all officers and non-sworn employees in Mental Health First Aid, which allows officers to work more effectively with individuals exhibiting symptoms of psychological crises when responding to calls for service. The Department is also committed to training officers on crisis intervention and providing the necessary support to ensure the well-being of its officers.



The Inaugural Cadet Class of 2019

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Enhance CPD's training program by identifying progressive topics in policing, providing more specialized training opportunities, and presenting on various policy or legal changes at roll call.
2. Continue to develop and enhance the Cadet training program and Police Academy

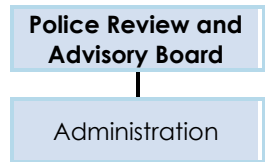
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$638,905	\$1,477,155	\$2,354,355
OTHER ORDINARY MAINTENANCE	\$265,585	\$310,000	\$300,085
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$904,490	\$1,787,155	\$2,654,440
FULL-TIME BUDGETED EMPLOYEES	2	6	7

POLICE REVIEW AND ADVISORY BOARD

DEPARTMENT OVERVIEW

The Police Review and Advisory Board (PRAB) is an independent agency responsible for civilian oversight of the Cambridge Police Department (CPD). The Board is composed of five civilian members who are representative of the City's racial, social, and economic diversity.



PRAB was established by ordinance in 1984 to:

- Provide for citizen participation in reviewing CPD policies, practices, and procedures;
- Provide prompt, impartial, and fair investigation of complaints brought by individuals against members of the CPD; and
- Develop programs and strategies to promote positive police/community relations and provide opportunities for expanded discussions, improved understanding, and innovative ways of resolving differences.

The PRAB Executive Secretary has been serving on the Board of the National Association for Civilian Oversight of Law Enforcement since 2012, including three years as president, leading that organization's work to promote and improve civilian oversight, increase accountability and transparency in policing to build community trust, and promote fair and professional law enforcement agencies that are responsive to community needs. In addition, the Executive Secretary has conducted trainings on civilian oversight in communities across the U.S. and internationally, as well as for the National Organization of Black Law Enforcement Executives and the International Association of Chiefs of Police.

DEPARTMENT FINANCIAL OVERVIEW








FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
TAXES	\$3,700	\$6,300	\$6,300
TOTAL BUDGETED REVENUE	\$3,700	\$6,300	\$6,300
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$410	\$1,500	\$1,900
TRAVEL & TRAINING	\$2,995	\$4,400	\$4,400
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,405	\$5,900	\$6,300
FULL-TIME BUDGETED EMPLOYEES	0	0	0

POLICE REVIEW AND ADVISORY BOARD - ADMINISTRATION

MISSION & SERVICES

The PRAB Executive Secretary works with CPD's Professional Standards Unit to investigate all complaints. An investigation includes interviews with the complainant, involved police officer(s), and other relevant individuals, as well as reviews of police reports, witness statements, and other information. The Board reviews the investigative report and may accept the report or order additional investigation into the complaint. Once the investigative process is complete, the Board will make a determination as to whether or not a violation of policy or procedures occurred. If the Board finds no violation of policy or procedures, it may still make a recommendation to the City Manager and Police Commissioner about changes that should be made. Board members also conduct outreach in the community, providing information about the Board to residents at community events and meetings with neighborhood groups and nonprofit organizations.

FY21 OBJECTIVES & PERFORMANCE MEASURES

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 1. Conduct education and outreach efforts to increase public awareness of the Board's mission, work, and services, and to foster better understanding of police procedures, civil rights laws, and what to do when stopped by police officers.
- 

 2. Work with complainants and concerned individuals to provide effective case intake, interviews, and investigations. Issue investigative findings in conjunction with CPD's Professional Standards Unit.
- 
 3. Work with CPD and other City departments to train Board members to enhance the Board's effectiveness.
- 

 4. Review CPD policies, practices, and procedures and make recommendations that promote positive police/community relations and reduce the number and frequency of incidents that lead to complaints.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Public outreach and information sessions held	14	15	16
3	Training sessions for Board members	7	8	10
3	Police training sessions attended by PRAB	9	10	10

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$410	\$1,500	\$1,900
TRAVEL & TRAINING	\$2,995	\$4,400	\$4,400
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,405	\$5,900	\$6,300
FULL-TIME BUDGETED EMPLOYEES	0	0	0

TRAFFIC, PARKING, & TRANSPORTATION

DEPARTMENT OVERVIEW

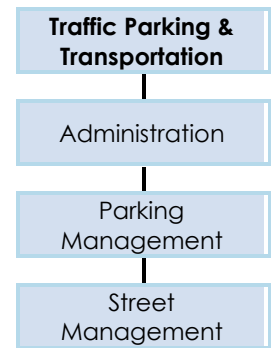
The Traffic, Parking, and Transportation (TP&T) Department is committed to promoting the safety and health of the Cambridge community by creating and sustaining a high quality street and parking system that supports a range of transportation options for all those who live, travel, and park in Cambridge. The Department is organized into three divisions: Administration, Parking Management, and Street Management.

Administration is responsible for the oversight and operation of the Department and includes central administrative functions such as finance, human resources, communications, and leadership.

Parking Management enforces parking regulations, oversees operation of the two City parking garages, collects and adjudicates parking tickets, and operates the Resident Parking Permit program. It is the main customer service arm of the Department.

Street Management maintains pavement markings, including crosswalks and bicycle lanes; installs and maintains signs and parking meters; manages the operation of traffic signals; maintains municipal parking lots; reviews traffic impact studies for development projects; and administers the street occupancy permit program. The Division also works closely with other City departments in planning, reviewing, and developing proposals to improve the City's infrastructure and encourage the use of sustainable transportation modes.

The City has begun construction on the Inman Square Intersection Improvements project, which will improve safety for all users, reconfigure plaza space to support local businesses, and improve the efficiency of buses. This joint project with the Department of Public Works is the result of significant public input over multiple years, which has led to an improved and more refined design.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$9,542,015	\$4,643,250	\$7,286,690
FINES & FORFEITS	\$5,865,585	\$3,588,855	\$5,893,855
LICENSES AND PERMITS	\$950,630	\$777,500	\$1,136,920
MISCELLANEOUS REVENUE	\$697,830	\$1,130,000	\$280,000
TOTAL BUDGETED REVENUE	\$17,056,060	\$10,139,605	\$14,597,465
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$9,058,250	\$9,257,245	\$10,029,425
OTHER ORDINARY MAINTENANCE	\$4,315,475	\$4,221,365	\$4,417,040
TRAVEL & TRAINING	\$87,675	\$205,000	\$61,000
EXTRAORDINARY EXPENDITURES	\$28,580	\$50,000	\$90,000
TOTAL BUDGETED EXPENDITURES	\$13,489,980	\$13,733,610	\$14,597,465
FULL-TIME BUDGETED EMPLOYEES	85	85	85



TRAFFIC, PARKING, & TRANSPORTATION - ADMINISTRATION

MISSION & SERVICES

The Administration Division is responsible for the oversight and operation of the entire Department, including coordinating with other City, state, and federal agencies; managing the Department's budget and human resources functions; providing ongoing customer service; publishing public information materials; and maintaining and improving the Department's website. The Division also keeps up to date with cutting edge technology and services to meet constituent needs and to support employees in more efficiently performing their jobs.

On March 21, 2016, the City Council unanimously adopted Vision Zero, a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. While Cambridge has promoted safe and sustainable transportation for many years, Vision Zero focuses the City's efforts on identifying and eliminating the preventable causes of traffic fatalities and serious injuries. The City's Vision Zero efforts have focused on lowering speeds, including first lowering the citywide default speed limit to 25 MPH and lowering speeds to 20 MPH in the Squares. In fall 2019, the Department further lowered speed limits on all primarily local access street to 20 MPH. This significant change means a 20 MPH speed limit on most streets in Cambridge. For more information on the Vision Zero initiative, visit www.cambridgema.gov/visionzero.

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. **Continuously improve the efficiency and professionalism of TP&T staff, procedures, and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.**
- 
 2. **Maintain TP&T website with up-to-date, useful information. Provide online services that are user friendly and accommodate all resident and visitor needs.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$775,045	\$812,595	\$785,410
OTHER ORDINARY MAINTENANCE	\$415,800	\$591,050	\$598,280
TRAVEL & TRAINING	\$87,675	\$205,000	\$61,000
EXTRAORDINARY EXPENDITURES	\$28,580	\$50,000	\$90,000
TOTAL BUDGETED EXPENDITURES	\$1,307,100	\$1,658,645	\$1,534,690
FULL-TIME BUDGETED EMPLOYEES	5	5	4

TRAFFIC, PARKING, & TRANSPORTATION - PARKING MANAGEMENT

MISSION & SERVICES




The Parking Management Division is responsible for the City's two parking garages, the Green Street Garage and East Cambridge (First Street) Garage, including the management contract and preventive maintenance program for these garages.

The Parking Enforcement Unit of the Division enforces the City's parking regulations daily (Monday through Saturday) except on Commonwealth of Massachusetts holidays, with the key objective of improving safety and accessibility for all those traveling in Cambridge.

The Parking Services Unit is responsible for the issuance of resident and visitor parking permits, and the collection and adjudication of parking tickets. The Department continuously strives to improve customer service and works to provide as many services as possible online.

The City's two municipal parking garages underwent a condition assessment in FY20 by Walker Consultants and lighting systems were upgraded to LED fixtures decreasing energy consumption and cost. Walker's assessment identified both immediate and long-term repairs including selective plumbing, concrete, masonry and waterproofing repairs.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide on-street parking for residents, their visitors, and providers of services to residents; issue residential parking permits in a timely and cost-effective manner; and maintain public safety and ensure access for those with disabilities.
-  2. Provide short-term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.
-  3. Maintain effective collection of parking ticket fees with good customer service and a variety of payment options. Fairly adjudicate disputes and hearings related to parking violations.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Short-term on-street spaces managed by parking meters and pay stations	2,871	2,713	2,500
3	Percent of tickets paid within 21 days from issuance without a notice	56%	55%	55%
3	Percent of tickets issued this fiscal year that have been paid this year	72%	74%	75%
3	Percent of tickets issued this fiscal year that have been adjusted/dismissed	10%	10%	10%

DIVISION FINANCIAL OVERVIEW

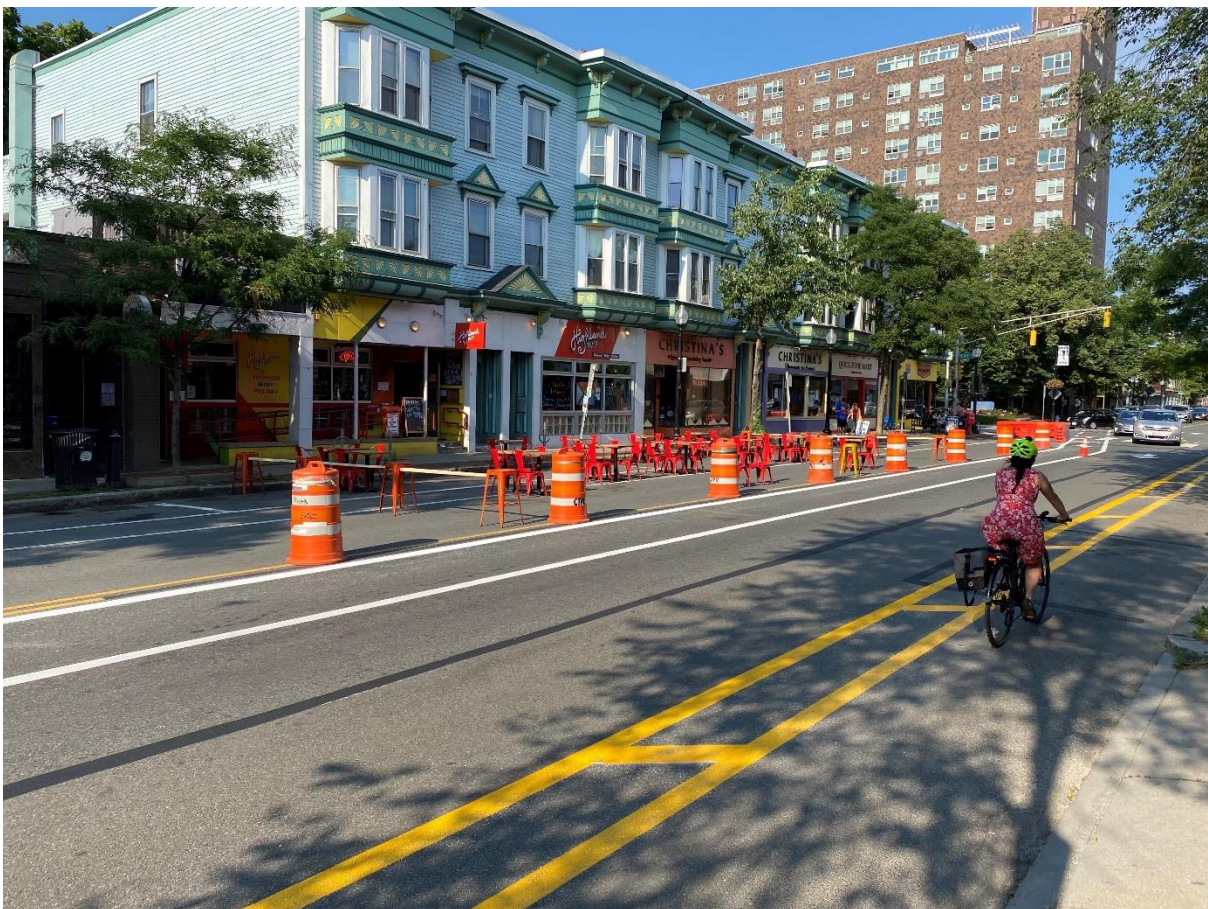
EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$6,627,680	\$6,620,105	\$7,104,965
OTHER ORDINARY MAINTENANCE	\$2,785,470	\$2,440,065	\$2,394,960
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$9,413,150	\$9,060,170	\$9,499,925
FULL-TIME BUDGETED EMPLOYEES	67	66	66

TRAFFIC, PARKING, & TRANSPORTATION - STREET MANAGEMENT

MISSION & SERVICES






The Street Management Division's responsibilities include conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; installing and maintaining signs, parking meters, flex posts, and pavement markings, including bicycle lanes and crosswalks; issuing street occupancy permits; and reviewing major construction projects and new developments. The Division operates and maintains the City's nine metered parking lots and approximately 2,900 metered on-street parking spaces. The Division also takes the lead on Vision Zero initiatives aimed at eliminating traffic fatalities and serious injuries.

This year the Department transitioned the Street Occupancy Permit program to Viewpoint, the City's new online permitting platform. The transition offers a more streamlined, account-based application system, and allows many residents and businesses to use a single platform to apply for permits from numerous City departments. The Department also replaced all its multi-space pay stations with new, state of the art IPS units.



A reconfigured traffic pattern at Inman Square to increase options for outdoor dining

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Implement programs that improve pedestrian safety and ease of mobility.
-  2. Process permits through the Viewpoint platform and post street occupancy permits in a timely and customer-oriented manner.
-   3. Maintain strong customer service and respond to the community in a timely manner on transportation issues, including site investigations and minor traffic studies.
-  4. Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and the Planning Board in reviewing and identifying mitigation measures.

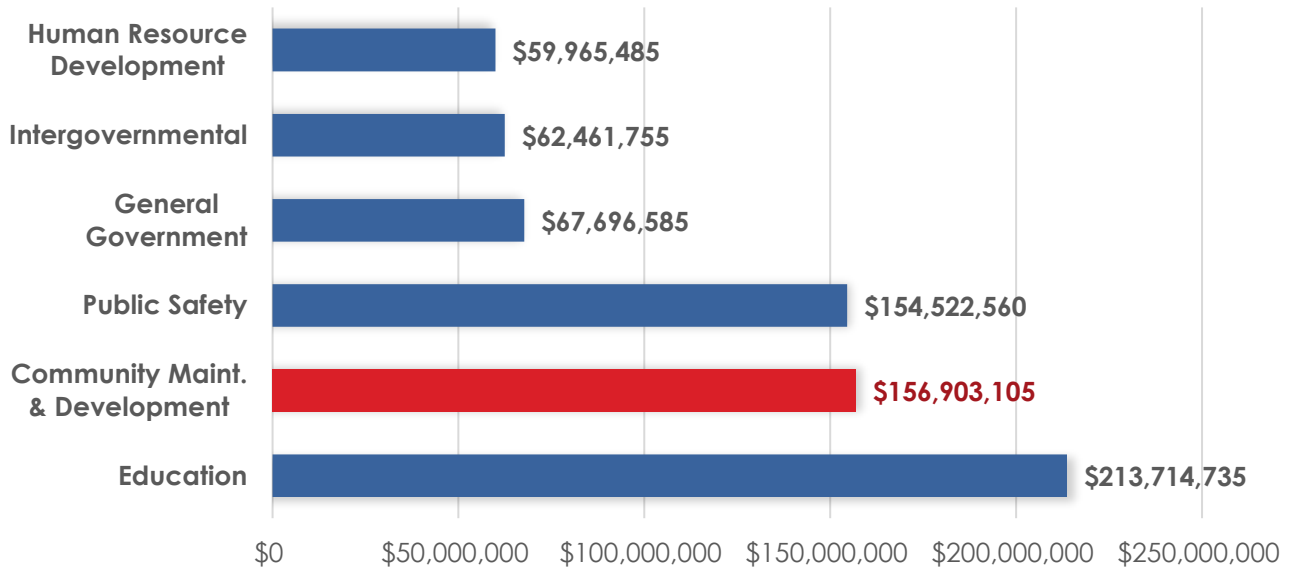
OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of signalized intersections that are proactively studied for possible traffic signal timing changes	13	11	10
1	Number of intersections (signalized and non-signalized) at which a full safety evaluation study has been conducted	16	12	10
2	Number of street occupancy permits issued	6,795	7,000	7,000
2	Number of moving van and moving container permits issued	4,804	4,750	4,800
3	Number of completed site investigations conducted	280	270	275
3	Number of completed minor traffic studies	9	8	8
3	Number of traffic regulatory signs replaced or installed	452	800	650
4	Number of large project traffic studies reviewed for projects seeking Planning Board permits	1	8	5

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,655,525	\$1,824,545	\$2,139,050
OTHER ORDINARY MAINTENANCE	\$1,114,205	\$1,190,250	\$1,423,800
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,769,730	\$3,014,795	\$3,562,850
FULL-TIME BUDGETED EMPLOYEES	13	14	15

COMMUNITY MAINTENANCE AND DEVELOPMENT

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$51,116,630	\$47,678,595	\$48,989,920
FINES & FORFEITS	\$1,198,195	\$1,198,195	\$1,198,195
INTERGOVERNMENTAL REVENUE	\$2,021,190	\$2,118,650	\$2,070,605
LICENSES AND PERMITS	\$1,737,775	\$1,191,600	\$1,466,250
MISCELLANEOUS REVENUE	\$4,671,255	\$7,145,745	\$8,086,675
TAXES	\$79,117,470	\$88,000,705	\$95,091,460
TOTAL BUDGETED REVENUE	\$139,862,515	\$147,333,490	\$156,903,105
PROGRAM EXPENDITURES			
CABLE TELEVISION	\$1,573,565	\$1,578,960	\$1,647,620
COMMUNITY DEVELOPMENT	\$9,250,980	\$10,726,180	\$12,411,820
DEBT SERVICE	\$66,025,815	\$75,294,870	\$78,854,890
HISTORICAL COMMISSION	\$653,020	\$763,420	\$804,105
PEACE COMMISSION	\$163,365	\$174,810	\$178,355
PUBLIC WORKS	\$44,530,965	\$48,390,705	\$50,175,075
WATER	\$13,884,955	\$12,581,800	\$12,831,240
TOTAL BUDGETED EXPENDITURES	\$136,082,665	\$149,510,745	\$156,903,105

CABLE TELEVISION

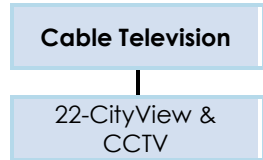
DEPARTMENT OVERVIEW

Cable Television/22-CityView is responsible for the City's broadcast television production and programming needs.

22-CityView, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to Cambridge. 22-CityView strives to provide its viewers with a sense of the City's overall vitality in areas including, but not limited to, education, culture, arts, health and human services, and history.

Broadcast output capacity has been augmented over the past year through a partnership with Cambridge Community Television (CCTV), the nongovernmental public television station in Cambridge, to produce additional content. Also, with an eye towards the future of cable television broadcasting, a working group has been established with representatives of CCTV and Cambridge Educational Access to explore the feasibility of uniting efforts and resources to form an umbrella organization that will serve the residents of Cambridge in a more comprehensive and efficient manner.

The Cable Television budget also includes an allocation of \$916,170 from cable TV license fees to support CCTV. As part of the most recent cable license agreement, this amount has been supported based on Comcast cable television revenues. The City has committed to maintaining level support for CCTV even though Comcast's reported cable revenues have been declining in recent years.



DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$1,329,565	\$1,297,150	\$1,189,940
TAXES	\$251,390	\$435,330	\$457,680
TOTAL BUDGETED REVENUE	\$1,580,955	\$1,732,480	\$1,647,620
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$517,770	\$518,025	\$548,200
OTHER ORDINARY MAINTENANCE	\$1,055,795	\$1,058,390	\$1,095,970
TRAVEL & TRAINING	\$0	\$2,545	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,573,565	\$1,578,960	\$1,647,620
FULL-TIME BUDGETED EMPLOYEES	5	4	4

CABLE TELEVISION - 22-CITYVIEW & CCTV

MISSION & SERVICES

22-CityView plays an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. 22-CityView also serves as a forum for addressing issues of immediate concern to the residents of Cambridge.

In its upcoming season, 22-CityView will continue to partner with City departments and agencies to produce and broadcast programs and specials. The collaboration with CCTV will continue to increase the reach of local production and coverage on a long-term, freelance basis. The Department is committed to offering high quality programming – up to 15 programs per day – that will serve the viewing public and allow for the dissemination of pertinent information.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Work with City departments, utilizing 22-CityView productions, to help increase their exposure and improve transparency with a robust commitment to produce programming that reflects the City and its workforce.
2. Increase coverage of City-sponsored public meetings including, City Council, Ordinance, and Committee meetings in an ongoing effort to avail the viewing public of the workings of their City government.
3. Work with the IT Department to introduce closed captioning technology into City Council and Ordinance Committee broadcasts in service of the ultimate goal of captioning all 22-CityView broadcast programming.
4. Present all produced content across myriad broadcast platforms, Channel 22, the Department website, and the YouTube channel, with an eye towards increasing viewership and embracing the many ways that people consume media.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of City department-related programs	122	150	150
2	Hours per week of programming	77	77	77
2	Number of 22-CityView produced programs aired per day	18	18	18
2	Number of live City Council, Ordinance, and other City meetings covered	180	180	180

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$517,770	\$518,025	\$548,200
OTHER ORDINARY MAINTENANCE	\$1,055,795	\$1,058,390	\$1,095,970
TRAVEL & TRAINING	\$0	\$2,545	\$3,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,573,565	\$1,578,960	\$1,647,620
FULL-TIME BUDGETED EMPLOYEES	5	5	4

COMMUNITY DEVELOPMENT

DEPARTMENT OVERVIEW

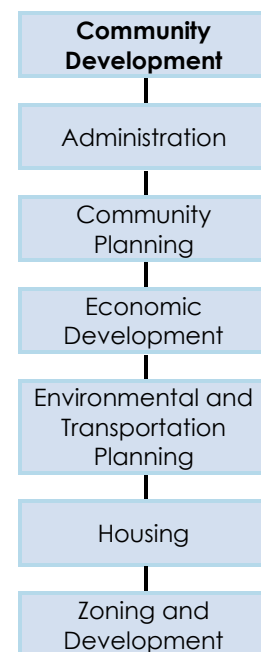
As the City’s planning agency, the Community Development Department (CDD) works to guide future growth and manage change to best support the overall health, sustainability, quality of life, and diversity of the City. CDD’s five divisions, supported by its administrative team, collaborate to foster environmental best practices, strengthen the character of the City’s neighborhoods, create and preserve affordable housing, encourage sustainable modes of transportation, support small business growth, and expand job opportunities for residents.

With the COVID-19 pandemic, CDD repurposed existing CDBG funding and new CARES Act federal resources to quickly address small business needs through relief grants to eligible small businesses and supported housing stability for many more City residents in this time of crisis. Some activities originally planned for FY20 that included significant committee and community engagement components were unable to be completed due to the stoppage of non-essential meetings will be continued into FY21. CDD’s activities planned for FY21 will be adapted, as relevant, to incorporate lessons learned through the pandemic and planning for a post pandemic impact on cities, planning disciplines, and on community engagement.

CDD’s FY21 activities reflect a commitment of resources to most effectively meet the City Council’s priorities. Stepping up to unprecedented challenges, the significantly increased funding for the Affordable Housing Trust (\$14,998,630) will enhance the City’s ability to create and preserve affordable housing and improve support for residents in affordable housing in the City. The completion of the Concord Highlands, Frost Terrace, and Squirrelwood developments will bring much-needed affordable housing with family-sized units in three Cambridge neighborhoods, demonstrating the City’s commitment to high quality, environmentally sustainable design and construction to create long-term value for the community. FY21 funding also includes increased capacity for the rental housing program to accommodate growth of affordable housing units. FY21 will also bring mixed use redevelopment of two sites in North Cambridge for affordable housing, services, and amenities to support the broader under-served community in that area. In FY21 CDD will continue to work with regional partners on housing affordability issues and conduct a comprehensive evaluation of the experience of residents in affordable units in the City.

CDD continues to advance Retail Strategy recommendations by broadening the City’s assistance to small independent businesses and fostering overall commercial vitality. With a permanent food truck incubator program in place, which focuses on women- and minority-owned businesses, the department has broadened the education and support services for participants with increased resources in FY21. New resources will also allow the City to focus more specifically on the long-term sustenance of the local economy while minimizing waste. CDD will continue the Vacant Storefront design contest to create engaging streetscape while supporting artists, as well as initiatives that promote local businesses including Small Business Saturday, National Small Business Week, and construction mitigation programs in Inman and Harvard squares.

CDD will continue its work with the City Council and the community as it further identifies and begins to implement the Envision Cambridge recommendations that have broad consensus. In FY21, with an



outreach team in place, the department will focus on initiatives that prioritize social equity and community resilience. Zoning initiatives continuing in FY21 include updates to retail use regulations and climate change resilience standards. New resources for development economics consultant support will enable the City to conduct assessments to best inform the analysis and decisions related to developer sponsored rezoning petitions.

CDD will continue to engage in major multi-departmental initiatives such as the Community Benefits Advisory Committee and Vision Zero. In FY21, CDD will focus on equitable and sustainable transportation planning and advance progress toward Cambridge’s goals for climate preparedness, resilience planning, and reduction of greenhouse gas emissions. The Department will focus on neighborhood networks and local energy generation, green building practices, and inter-agency resilience coordination, as well as further development of the Climate Leaders program and youth engaged climate activities. In addition, the partnership to connect underserved residents with energy efficiency programs through individual assessments and access to solar resources and tools will be broadened.

In FY21, CDD will begin to implement recommendations developed in the New Mobility Blueprint, which analyzed the City’s travel patterns and electric vehicle strategies within the context of broader trends. Work to advance transit sustainability will continue with the MBTA and other regional partners through implementation of bus prioritization measures that will help improve the experience and reliability of public transit in high volume locations. In FY21, CDD will continue to work on regional initiatives including analysis and proposed mitigation of Logan Airport noise, and the Allston/I-90 Reconstruction Project.

CDD continues to implement recommendations from the Net Zero Action Plan and evaluate the City’s progress towards established goals. The City continues its commitment to youth engagement in all aspects of sustainable transportation and expanding bicycle education. These resources will help move Cambridge closer to its environmental goals through development of strategies that support behavioral changes.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$503,145	\$545,545	\$535,395
FINES & FORFEITS	\$140,000	\$140,000	\$140,000
INTERGOVERNMENTAL REVENUE	\$637,310	\$734,700	\$686,590
LICENSES AND PERMITS	\$3,685	\$40,350	\$55,000
MISCELLANEOUS REVENUE	\$108,505	\$113,125	\$113,125
TAXES	\$8,270,960	\$9,412,645	\$10,881,710
TOTAL BUDGETED REVENUE	\$9,663,605	\$10,986,365	\$12,411,820
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,485,280	\$8,546,655	\$9,651,040
OTHER ORDINARY MAINTENANCE	\$1,726,140	\$2,127,680	\$2,650,680
TRAVEL & TRAINING	\$39,560	\$51,845	\$61,845
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$48,255
TOTAL BUDGETED EXPENDITURES	\$9,250,980	\$10,726,180	\$12,411,820
FULL-TIME BUDGETED EMPLOYEES	58	61	61

COMMUNITY DEVELOPMENT - ADMINISTRATION

MISSION & SERVICES

The Administration Division provides leadership, direction, and financial, technical, and operational support to CDD. The Division also coordinates with other City departments and outside agencies to advance shared initiatives. The Division consists of general management and administration, enterprise-wide functions such as fiscal and program management, communications, GIS, and data and information management. The Division increasingly provides data analysis and support to planning initiatives and strategic delivery of services throughout the City.







Building community and supporting vibrancy at the Inman Square Movie Night

In FY20, CDD initiated an organizational effectiveness process with all department staff that will continue into FY21 to address identified topics and priorities, including processes and communication. The Administration Division continues to expand learning opportunities for CDD staff, targeting activities that emphasize social equity and inclusion, effective community engagement, and outreach skills. The Division will continue to build on recent efforts to broaden outreach activity, establish consistency across communication materials, and refine systems that enhance productivity and collaboration.

The Division manages program and activity funds totaling approximately nine times the size of CDD's tax-funded budget. These funds include federal grants, affordable housing trust funds, and project-specific grants. Federal funding includes programs such as the Community Development Block Grant (CDBG) and HUD HOME Investment Partnerships.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1.  **Support data-driven, long-term planning and multi-disciplinary initiatives to enhance quality of life for Cambridge residents.**
2.  **Support and train staff to broaden community outreach to engage new audiences and offer a range of opportunities to participate in comprehensive and project planning activities.**
3.  **Leverage City resources and advocate at the state and federal levels for community development policy initiatives and funding - particularly CDBG, HOME, and infrastructure/transit support.**
4.  **Provide administrative and operational support for CDD, focusing on performance management and professional development. Offer meaningful learning experiences to interns and youth program participants as they provide essential additional capacity.**

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,276,630	\$2,718,225	\$2,855,795
OTHER ORDINARY MAINTENANCE	\$173,560	\$269,960	\$324,160
TRAVEL & TRAINING	\$39,030	\$51,320	\$61,320
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$48,255
TOTAL BUDGETED EXPENDITURES	\$2,489,220	\$3,039,505	\$3,289,530
FULL-TIME BUDGETED EMPLOYEES	17	17	17

COMMUNITY DEVELOPMENT - COMMUNITY PLANNING

MISSION & SERVICES

The Community Planning Division guides growth and development to advance community goals for a more sustainable and inclusive future. The division provides planning and urban design services related to citywide and neighborhood planning, and parks and public space design. In FY21, the Division will work with the City Council and the community to implement short-term recommendations from the Envision Cambridge plan that have broad consensus.

Community Planning staff will focus on reimagining the neighborhood planning process to reach a broader spectrum of the Cambridge population, with an emphasis on expanding engagement and outreach to underserved communities. Staff will update our Open Space Needs Assessment and prioritize projects that advance equity and resilience. In FY21, the Division will conduct a community process to discuss the future use of the 35 Cherry Street lot and commence a planning process for the Inman Square area.

The Division will also work to enhance and broaden access to public space resources for people of all ages and abilities. Projects include the Harvard Square Kiosk and Plaza, renovation of two parks and schoolyards, and construction of three new parks in East Cambridge.



Youth at the Graham & Parks Playground

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
1. Coordinate with residents, businesses, and other affected parties to conduct planning initiatives addressing zoning, urban design, sustainability, housing, economic development, retail mix, and open space.
- 
2. Work with the Planning Board to review public and private developments and master plans to ensure high quality urban design and sustainability.
- 
3. Provide park and open space planning, design, and construction supervision services for City parks and other open space initiatives.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Number of projects undergoing urban design review	38	40	42
3	Number of open space projects in design or construction phase	8	7	7

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,600,380	\$1,250,485	\$1,408,000
OTHER ORDINARY MAINTENANCE	\$218,315	\$205,110	\$205,210
TRAVEL & TRAINING	\$530	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,819,225	\$1,456,120	\$1,613,735
FULL-TIME BUDGETED EMPLOYEES	13	10	10

COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT

MISSION & SERVICES

The Economic Development Division works to provide a robust, sustainable, entrepreneurial, and diverse local economy with an educated and employed workforce. In the last quarter of FY20, COVID-19 had a dramatic impact on the worldwide economy. To continue supporting Cambridge's businesses, especially our small, local businesses, the Division created the Small Business COVID-19 Relief Grant Program to assist approximately 100 Cambridge businesses.




The Division worked with businesses and business association leadership to provide technical assistance around local, state and federal programs, including providing grant funding to the City's home-based and operating essential businesses to help them bridge this period of uncertainty. CDD anticipates that FY21 will be a period of economic reopening and recovery, necessitating both expanded traditional economic strategies, as well as creation of new strategies.

The Division works with life sciences companies that are strong supporters of the community and major economic drivers in the city. The Division will continue to provide commercial district support through the Small Business Challenge, expand the Food Incubator Program focused on supporting women- and minority-owned business enterprises, and improve the Vacant Storefronts Initiative. Additionally, the Division will consider new and expanded workshop opportunities to support new skills, additional marketing efforts for our businesses, and potential additional grant funding.



Shoppers enjoying the NoCa Holiday Stroll

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Cultivate a supportive environment for business, with particular emphasis on small, women, and minority-owned businesses. Promote thriving commercial districts and facilitate beneficial connections for local businesses.
-  2. Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers, including jobs in the local innovation sector.
-  3. Market Cambridge as a location for business, maintain a supportive business climate, and strengthen mutually beneficial partnerships with businesses and institutions.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number attending small business workshops and receiving startup, expansion, relocation, or business development assistance	254	255	255
1	Businesses that receive façade, signage and lighting, and storefront accessibility improvements	19	18	18
1	Small businesses assisted through the Small Business Enhancement Program and Retail Interior Accessibility Program	23	17	16
1	Local business associations and neighborhood groups that receive technical assistance to develop community events and programming in commercial districts	15	15	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$456,170	\$573,480	\$558,560
OTHER ORDINARY MAINTENANCE	\$103,745	\$142,000	\$207,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$559,915	\$715,480	\$765,560
FULL-TIME BUDGETED EMPLOYEES	4	4	4

COMMUNITY DEVELOPMENT - ENVIRONMENTAL AND TRANSPORTATION PLANNING

MISSION & SERVICES

The Environmental and Transportation Planning Division promotes livability and addresses climate change by developing policies, programs, and projects to increase walking, biking, and transit trips; supporting community health through sustainable transportation; decreasing vehicle trips; planning for new modes of transportation and mobility as a service; promoting energy efficiency and clean energy; reducing greenhouse gases and other pollutants; and making the City resilient against the future impacts of climate change. The Division collaborates with local businesses, institutions, and residents to encourage sustainability and economic vitality in neighborhoods and commercial districts.

Transportation: In FY21, the Division will advance City priorities for sustainable transportation including launching a process to update the Pedestrian Plan; expanding the Bluebikes network both within Cambridge and in additional neighboring communities; and finalizing a blueprint for integration of new micro-mobility options into the transportation network. Continuing work toward roadway safety for all users in collaboration with other City departments includes advancing a connected network of separated bike facilities, the River Street Reconstruction Project, targeted traffic calming projects, bus priority projects, and reducing traffic impacts from development projects. The Division also administers the Parking and Transportation Demand Management (PTDM) Ordinance.

The Division will continue to expand its work to educate the community through bicycle workshops and an expanded Safe Routes to School Program, which are offered in all Cambridge public schools, and engage with youth in planning for a sustainable City through the Glocal Challenge and the Mayor's Summer Youth Employment Program.

Climate & Energy: FY21 efforts to encourage reduction of greenhouse gas emissions from transportation include piloting on-street electric vehicle charging stations for residents without access to off-street parking, starting design for the extension of the Cambridge-Watertown Greenway from Fresh Pond to Daney Park, and completing the design of the Grand Junction multi-use path. The Division also engages in multiple regional initiatives to promote quality of life, access, and improved air quality, including efforts to reduce airplane noise, Massachusetts Turnpike Allston Interchange redesign, and improvements to the pedestrian and bicycle facilities on both sides of the Charles River.

The Division will continue to prioritize climate change mitigation and the goal to reach carbon neutrality by 2050, as well as preparedness planning, including becoming resilient to heat and flooding impacts. In FY21, climate mitigation initiatives under the Net Zero Action Plan will include requirements for emissions reductions for large buildings, analyzing net zero requirements for new buildings, and policies for allowing buildings to offset emissions. Climate preparedness initiatives will include launching a









A beneficiary of the Cambridge Renter Energy Efficiency Program that has helped over a hundred renters install energy saving equipment in their apartments, saving an average of \$184/year

Climate Leaders community engagement program, undertaking a community social capital survey, coordinating implementation of the newly completed Climate Change Preparedness Plan, and continuing coordination with adjacent communities on risk mitigation strategies.

The Division oversees several direct community programs that help residents save money and energy. This includes a Cambridge Energy Alliance program to support renter, homeowner and small business access to solar and renewable thermal energy as well as implement energy-saving measures in their buildings.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Plan, advocate for, and implement measures to enhance safety and encourage walking, bicycling, and public transit use by all segments of the population, including children.
-  2. Work to implement major infrastructure projects and transportation demand management programs that promote vehicle trip reduction.
-  3. Develop and implement planning strategies, policies, and programs to address barriers to greenhouse gas emission reductions.
-   4. Develop and propose preparedness strategies to make Cambridge anticipate and become more resilient to climate change impacts, based on vulnerability assessments.
-  5. Engage and inspire community members to provide input and, over time, to change behaviors to advance Cambridge's transportation and climate priorities.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Transportation demand management programs that encourage walking, bicycling, and public transit	16	17	19
1	Students trained in the Safe Routes to School Program and high school educational programs (all grades)	1,502	1,900	1,925
2	Local/regional transportation infrastructure projects that advance the City's environmental, public health, and community livability goals	23	22	23
2	PTDM plans and special permits reviewed and/or monitored for compliance	77	85	82
3	Initiatives to reduce total fossil fuel energy use in buildings and vehicles	11	13	13
3	Initiatives to increase the portion of our total energy use supplied by renewables	9	8	8
4	Initiatives to decrease and prepare for climate change risk	9	11	8
5	Initiatives to engage the community in supporting sustainability	32	38	35

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,779,825	\$1,774,590	\$2,021,365
OTHER ORDINARY MAINTENANCE	\$1,098,055	\$1,223,610	\$1,413,310
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,877,880	\$2,998,200	\$3,434,675
FULL-TIME BUDGETED EMPLOYEES	13	13	13

COMMUNITY DEVELOPMENT - HOUSING

MISSION & SERVICES

The Housing Division addresses the housing needs of low, moderate, and middle-income residents through initiatives that create and preserve affordable housing, especially for families with children. The Division offers affordable rental and ownership housing opportunities to residents. It also provides education and counseling services to homebuyers and offers low interest and deferred financing to help owners make necessary home repairs and maintain affordable rents. CDD Housing staff coordinate with staff from other departments to support the City Council's goal for safe and affordable housing in Cambridge. Housing Division staff work closely with the Affordable Housing Trust to oversee the investment of City funds in affordable housing efforts.

In FY21, the Division will continue work to preserve affordable housing subject to expiring affordability restrictions and work with local housing partners to create new affordable homes, such as those at the 40-unit Frost Terrace, which will be completed in FY21. In addition, the Division will continue to work to make available more than 200 new inclusionary units now under construction and also work with homebuyers purchasing units within the portfolio of City-assisted affordable homes, or in the market with City funding through the HomeBridge program.



Construction is underway on 23 new affordable rental units in the Port.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Increase and preserve the supply of affordable housing in the City.



2. Provide access to rental housing and assistance: offer affordable rental housing to eligible applicants, oversee affordable units created through the Inclusionary Housing Program, and monitor compliance of rental units assisted with City financing.



3. Offer first-time homebuyer education and counseling, affordable homes and financial assistance to buyers, and rehabilitation assistance and financing to homeowners.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	New rental units under development and existing units preserved as affordable housing with City financing	0	338	100
1	New affordable homeownership units under development with City financing and older homes rehabilitated for new buyers	11	15	15
1	New affordable inclusionary housing units approved	44	200	150
2	New households provided with affordable rental housing through CDD	149	150	150
3	New households purchasing affordable homes through CDD	20	15	20

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,372,275	\$1,581,665	\$2,115,415
OTHER ORDINARY MAINTENANCE	\$132,465	\$107,500	\$221,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,504,740	\$1,689,165	\$2,336,915
FULL-TIME BUDGETED EMPLOYEES	11	12	12

COMMUNITY DEVELOPMENT - ZONING AND DEVELOPMENT

MISSION & SERVICES

The Zoning and Development Division provides planning services to support decision-making related to urban development and implementation of land use planning in the City.

The Division promotes consistency with Cambridge’s planning and urban design objectives through development review, supporting the Planning Board and other advisory review procedures, coordinating staff review across various departments, and certifying that approval conditions are met. Proposals reviewed in FY20 included eight cannabis retail stores, two large commercial R&D buildings in the Alewife area, several small housing and hotel developments, and an addition to the Cambridge Brands candy factory in the Port.

The Division also supports the Planning Board and City Council in reviewing proposed zoning amendments and developing zoning strategies to promote City goals. In FY20, the Division reviewed approximately fifteen zoning petitions, including updates to the Green Building Requirements developed by CDD staff as part of the Net Zero Action Plan.

The Division has also been undertaking a multi-year effort to make information more transparent and accessible including converting the online version of the Zoning Ordinance to the Municode platform, which is more accessible, navigable, and searchable than the previous version.



A mixed-use gateway to Central Square emerging at Main St./Massachusetts Ave.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. As staff to the Planning Board, oversee project review procedures for development proposals in a way that facilitates an inclusive discussion of relevant issues and promotes outcomes that meet the City's planning and urban design objectives.
2. Develop and advance zoning initiatives that promote the City's development policies and enable the City Council and Planning Board to make informed decisions regarding proposed zoning changes.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Development proposals reviewed (Planning Board + Advisory)	17	34	34
2	Zoning initiatives developed and/or reviewed	11	15	15

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$648,210	\$691,905
OTHER ORDINARY MAINTENANCE	\$0	\$179,500	\$279,500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$0	\$827,710	\$971,405
FULL-TIME BUDGETED EMPLOYEES	0	5	5

DEBT SERVICE

DEPARTMENT OVERVIEW

Debt Service payments cover a wide variety of projects, including sewer reconstruction, street and sidewalk improvements, open space and recreational facility improvements, and renovations to various public buildings, such as the Dr. Martin Luther King, Jr. Elementary and Putnam Avenue Upper Schools, the King Open and Cambridge Street Upper Schools & Community Complex, Cambridge Rindge and Latin School, the Main Library, and the Robert W. Healy Public Safety Facility.

The following expenditures are included in the FY21 Debt Service budget:

- **Maturing Bonded Debt (\$60,119,720):** This allotment covers the cost of principal payments on the City's existing bonded debt and principal payments on the City's loans from the Massachusetts Clean Water Trust, the Massachusetts Water Resources Authority, and the Massachusetts School Building Authority, which have been used to cover a large portion of the costs of various sewer reconstruction and school projects.
- **Interest on Bonds (\$18,383,970):** The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings.
- **Bond Sale Fees (\$350,000):** Fees include costs related to the issuance of General Obligation bonds, including fiscal advisory and legal fees, rating agency services, and the preparation and printing of the official statements.

On March 5, 2020, the City issued \$45,695,000 in bonds to raise the remaining funds needed for planned capital improvements. The true interest cost of these bonds is 1.0%, with 80.7% of the bonds to scheduled mature in 10 years in 2030. In accordance with the Massachusetts Municipal Modernization Act of 2016, the \$8,237,904 premium that the City received on these bonds will be used to offset bond issuance costs, with the remainder offsetting the cost of the projects.



Exterior of the Valente Branch Library, part of the King Open and Cambridge Street Upper Schools & Community Complex

The \$45,695,000 raised from the 2020 bond sales will support the following capital projects:

- Completion of renovations to the King Open and Cambridge Street Upper Schools & Community Complex (\$8,810,000); and design of the Tobin Montessori and Vassal Lane Upper Schools (\$8,925,000)
- Sewer reconstruction (\$17,165,000)
- River Street reconstruction (\$1,645,000)
- Municipal Facilities Improvement Plan (\$2,680,000)
- Street/sidewalk reconstruction (\$3,290,000)
- School Building upgrades (\$715,000)
- Harvard Square Kiosk infrastructure improvements (\$1,645,000)

In conjunction with these bond sales, the City received the highest credit rating (AAA) awarded by the three major credit rating agencies: Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. Cambridge is one of approximately 32 cities nationally to receive the highest rating from all three agencies.

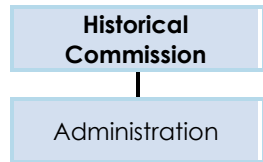
DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$24,417,850	\$25,774,270	\$27,037,840
INTERGOVERNMENTAL REVENUE	\$44,370	\$44,440	\$44,505
MISCELLANEOUS REVENUE	\$3,500,000	\$6,000,000	\$7,000,000
TAXES	\$38,400,695	\$42,856,160	\$44,772,545
TOTAL BUDGETED REVENUE	\$66,362,915	\$74,674,870	\$78,854,890
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$117,285	\$120,000	\$350,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$65,908,530	\$75,174,870	\$78,504,890
TOTAL BUDGETED EXPENDITURES	\$66,025,815	\$75,294,870	\$78,854,890
FULL-TIME BUDGETED EMPLOYEES	0	0	0

HISTORICAL COMMISSION

DEPARTMENT OVERVIEW

The Cambridge Historical Commission (CHC) superintends 3,000+ buildings in two historic and four neighborhood conservation districts (NCDs), as well as 47 landmarks and 43 individually restricted properties. It administers the citywide Demolition Delay Ordinance, applicable to buildings 50+ years old, which allows for delays while preservation alternatives are explored (in 2019 the City Council approved an increase in the delay period from six to 12 months). Four volunteer commissions, supported by department staff, meet monthly to review proposed exterior changes to designated properties and applications for demolition. In response to a public petition, the CHC voted to initiate an NCD study for East Cambridge. The study committee, appointed by the City Manager, plans to release a draft preliminary report in the fall of 2020.



The CHC celebrates and promotes historic preservation and restoration. It administers grants funded by Community Preservation Act (CPA) monies that benefit City-owned buildings and landscapes, and significant properties owned by affordable housing agencies, income-eligible homeowners, and nonprofit organizations. Property owners, community groups, local institutions, and others also consult with staff on preservation issues and appropriate building practices. In May, outstanding local projects and their owners, architects, and craftspeople are honored with Cambridge Preservation Awards.

The CHC's public archive explores the architectural and social history of Cambridge. Collections include atlases, postcards, photographs, and ephemera. Research aids are online and updated regularly. The department also maintains a blog and social media presence. The CHC is in the process of digitizing the Survey of Architectural History in Cambridge, which is a detailed inventory of all 13,000+ buildings in the city. Staff are helping to create new markers for the African American Heritage Trail and to plan celebrations of the centenary of the ratification of the 19th Amendment.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
MISCELLANEOUS REVENUE	\$315	\$1,200	\$1,200
TAXES	\$704,345	\$763,300	\$802,905
TOTAL BUDGETED REVENUE	\$704,660	\$764,500	\$804,105
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$619,580	\$726,470	\$751,155
OTHER ORDINARY MAINTENANCE	\$32,310	\$35,750	\$51,500
TRAVEL & TRAINING	\$1,130	\$1,200	\$1,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$653,020	\$763,420	\$804,105
FULL-TIME BUDGETED EMPLOYEES	5	6	6

HISTORICAL COMMISSION - ADMINISTRATION

MISSION & SERVICES

The Cambridge Historical Commission (CHC) is the city's historic preservation agency. The CHC seeks to engage the public with Cambridge's history through events and social media, and its publications are recognized as authoritative. The City Council established the department in 1963 "to promote the educational, cultural, economic, and general welfare of the public through the preservation and protection of ... [significant] buildings and places" (MGL chapter 40C). Initially, the CHC was given jurisdiction over historic districts and directed to survey the city's neighborhoods, install historic site markers, and advise property owners on historic preservation issues. In 1979, the Council authorized the CHC to review demolition permit applications, and in 1983 provided for the designation of neighborhood conservation districts and landmarks.



The Pentecostal Tabernacle Church at 56 Magazine Street, honored the CHC with a 2019 Community Service Award.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Protect significant buildings and neighborhoods, including properties in historic and neighborhood conservation districts and City landmarks, through regulatory reviews at public hearings, and support the built environment through CPA-funded grants to eligible projects.**



2. **Enhance online accessibility to the collections: maintain archive/library databases; post collection research aids; digitize building files and publish database.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Administer East Cambridge Neighborhood Conservation District Study	n/a	42%	100%
2	Complete online accessibility project: prepare architectural survey files for off-site scanning; process returned scans; and publish database.	n/a	62%	100%

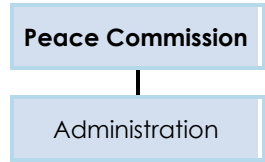
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$619,580	\$726,470	\$751,155
OTHER ORDINARY MAINTENANCE	\$32,310	\$35,750	\$51,500
TRAVEL & TRAINING	\$1,130	\$1,200	\$1,450
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$653,020	\$763,420	\$804,105
FULL-TIME BUDGETED EMPLOYEES	5	6	6

PEACE COMMISSION

DEPARTMENT OVERVIEW

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, faith communities, nonprofit organizations, and the wider community to promote constructive dialogue, foster understanding, and promote resilience.



Officially the "Cambridge Commission on Nuclear Disarmament and Peace Education," the Peace Commission was established in 1982 to address issues of war and peace in the age of nuclear weapons. Today, the Commission continues to advance peace and justice within Cambridge through building stronger connections and understanding among all communities.

When a city – supported by municipal agencies, faith communities, nonprofit organizations, and concerned and engaged individuals – actively builds connections and strengthens relationships, sustainable positive change can occur. To this end, the Peace Commission supports efforts that increase awareness, mobilize communities, and activate residents to create a safe, healthy, connected, and supportive city. The Commission recognizes and sustains the powerful link between relationships, dialogue, and understanding to enhance the Cambridge community by:

- Convening and serving on the Steering Committee of the Cambridge Community Response Network, a collaborative effort with the Public Health Department, the Police Department, the Department of Human Service Programs, the Emergency Communications Department, the School Department, and the City Manager’s Office to support the community in the wake of traumatic events and build community resilience.
- Working with the Police Department and local clergy as part of the Police Chaplaincy Program to promote community healing and to support victims, community members, and first responders.
- Organizing Meet Your Neighbor Day – an initiative that invites neighborhood residents and organizations to get to know each other to promote resilience and a stronger sense of community.
- Providing staff support to the Citizens' Committee on Civic Unity in its work to foster fairness, equity, unity, appreciation, and mutual understanding among all people in Cambridge.
- Initiating and supporting Cambridge’s Sister City relationships, including existing relationships with Yerevan, Armenia; San José Las Flores, El Salvador; and Les Cayes, Haiti; and providing guidance and support for potential relationships.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$23,450	\$23,450	\$23,450
TAXES	\$139,610	\$144,680	\$154,905
TOTAL BUDGETED REVENUE	\$163,060	\$168,130	\$178,355
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$153,515	\$164,260	\$166,180
OTHER ORDINARY MAINTENANCE	\$8,350	\$8,800	\$9,125
TRAVEL & TRAINING	\$1,500	\$1,750	\$3,050
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$163,365	\$174,810	\$178,355
FULL-TIME BUDGETED EMPLOYEES	1	1	1








PEACE COMMISSION - ADMINISTRATION

MISSION & SERVICES

The Peace Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community.

The Commission works with the School Department to support diversity, equity, and inclusion efforts, and to respond to local and national events that impact students and learning communities. The Commission also develops and organizes public programs and events, involving active participation of the diverse set of Commission Members appointed by the City Manager. Those events include Meet Your Neighbor Day and annual commemorations of Dr. Martin Luther King, Jr. and the Holocaust.

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. **Work with community groups and faith communities on issues of peace, social justice, and community building, providing a bridge to City government and creating greater understanding and dialogue.**
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 2. **Respond to traumatic events affecting the community in ways that build relationships, support dialogue, and enhance understanding.**
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 3. **Create and support citywide and neighborhood-based cross-sector partnerships and collaborations to promote diversity and inclusion, and to build stronger connections and understanding throughout the community.**
- 
- 
 4. **Support and maintain Cambridge's Sister City relationships and connect them to related communities and other interested individuals within the City.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Cross-sector collaborations and events with City departments, community and nonprofit organizations, and faith communities.	17	16	17
3	Participants at community-wide events and public commemorations to promote diversity and inclusion and build stronger connections and understanding, as well as to gatherings in response to traumatic events.	1,775	1,900	1,750
4	Community building events, public forums and educational meetings, presentations, and workshops on issues of local and global concern, including Cambridge's Sister Cities.	38	40	40

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$153,515	\$164,260	\$166,180
OTHER ORDINARY MAINTENANCE	\$8,350	\$8,800	\$9,125
TRAVEL & TRAINING	\$1,500	\$1,750	\$3,050
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$163,365	\$174,810	\$178,355
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PUBLIC WORKS

DEPARTMENT OVERVIEW

The Department of Public Works provides high quality services, manages public infrastructure and assets, and plans for a sustainable future. FY20 and FY21 operating budgets enable the Department to continue to advance City Council Goals, particularly around sustainability, resilience, and safety for all modes of transportation.

Public Works is committed to long-term, comprehensive strategies that develop green assets and reduce dependence on carbon fuels. In 2016, the City set a goal of reducing greenhouse gas emissions from municipal operations by 30% by 2020. The City achieved a 33% reduction in 2019, meeting this goal one year early. Municipal onsite solar installations and energy efficiency actions, along with a cleaner regional electricity grid, contributed to these reductions. These activities continue, including working toward a 100% renewable electricity supply, to reach zero net emissions by 2050.

The commitment to reduce greenhouse gas emissions is reflected across all programs, but particularly in recent efforts related to solid waste reduction, urban forestry, stormwater management, municipal facility improvements, Complete Streets and Clean Fleets programs.

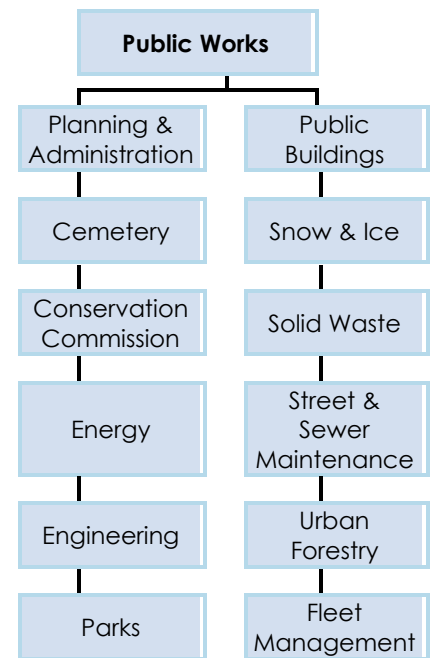
Solid Waste Reduction: During FY20, Cambridge exceeded its long-time goal of reducing trash by 30% by 2020, achieving a 32% reduction in 2019. Cambridge households now produce 15.6 pounds of trash per week on average, compared to 22.8 pounds per week in 2008.

Public Works continues to work toward the 2050 goal of reducing waste by 80% to 4 pounds per household per week. The comprehensive Zero Waste Master Plan (ZWMP), completed in FY19, provides a roadmap to reach this goal.

During FY20, Public Works continued to expand curbside organics collection to larger 13+ unit buildings, with a plan to reach a total of 32,500 households by the end of FY21. During FY20, Public Works also implemented a program to divert approximately 5,000 mattresses per year from landfills at no additional cost to participating residents. UTEC, a nonprofit organization serving proven-risk young adults, collects these mattresses and recycles their component parts. This program was launched using funding from a Massachusetts Department of Environmental Protection (MassDEP) grant and will continue in FY21 with the support of a \$200,000 operating budget allocation.

Another achievement during FY20 was the reduction of the average recycling load contamination rates from 11% to 5.8%. This improvement resulted from the Recycle Right Campaign, a significant outreach effort, to ensure that residents are careful not to include items in their bins that do not belong. This due diligence ensures that recycling loads are not rejected at the processing plant because of excessive contamination and the City can avoid surcharges under the current recycling processing contract. By focusing on enhancing participation in existing waste-sorting programs and implementing new waste-diversion programs, Public Works has been able to reduce contamination rates without increasing waste.

In FY20, the City provided funding for additional public area bins that include networked, closed compacting trash units paired with recycling bins. An FY21 Participatory Budget appropriation of



\$100,000 will support installation of additional bins. These bins allow for more efficient collection, reduce rodent activity, and reduce trash by providing access to recycling.

Continued improvements to the City's solid waste programs will be supported by the addition of a new Solid Waste Program Manager position in the FY21 budget.

Urban Forestry: During FY20, the Department continued to implement the comprehensive Urban Forest Master Plan (UFMP), which will guide the development of Cambridge's tree assets into the future. This strategic plan will enable the City to maintain and ultimately expand the urban forest canopy, be more resilient to climate change, reduce the urban heat island effect, mitigate stormwater runoff, and contribute to well-being of all Cambridge neighborhoods.

During fall 2019, Public Works planted 400 trees in public areas. During FY21, the City expects to plant much more than that, including the UFMP goal of 700 street trees and 250 park trees, supplemented by an FY21 Participatory Budget appropriation for 100 additional trees in targeted heat island locations.

The City's operating budget for tree planting and maintenance was increased from \$100,000 to \$300,000 in FY20. In FY21, this will be increased by an additional \$100,000, bringing the total operating funds to \$400,000.

Additionally, in FY21 Public Works will add three full-time positions to implement an ongoing, in-house bare root tree planting and maintenance program. Bare root trees are less expensive than balled and burlapped trees, enabling Public Works to plant a consistently higher number of trees in coming years. Bare root trees also have a higher survival rate than balled and burlap trees. During FY20, the City established a gravel bed nursery in Fresh Pond Reservation to act as a temporary holding place for bare root trees together with a compost tea brewing facility that will enable the Department to better enhance the nutrient content around trees across the community.

Stormwater Management: The Department continues to implement a comprehensive stormwater management program as articulated in the 10 Year Sewer and Drain Plan initiated in 2019. During FY20, construction was completed on the stormwater storage tank in Parking Lot 6 (Bishop Allen Drive) as part the first phase of the Port Infrastructure Improvement project. A total of \$35 million will be invested in the Port neighborhood in the coming years to improve drainage, sewers, streets and sidewalks.

The upcoming River Street Reconstruction project will upgrade the sanitary sewer, stormwater, and water subsurface infrastructure while developing a new surface design for River Street, the bus terminal area at River and Magazine Streets near Central Square, and Carl Barron Plaza. In fall of 2018, the City appointed a working group representing a cross-section of resident and business interests in the corridor, as well as representatives from relevant citizen advisory committees, to start the community process for the design.

In addition to capital improvements, operating programs and procedures continue to be strengthened in order to improve local water quality. During FY20, Public Works constructed a "brine farm" adjacent to Danehy Park. The four new tanks along with a small shed and brine making machine are part of the City's effort to reduce the amount of salt used in treating roadways during the winter while maintaining safe, accessible public ways.

Improving Public Facilities: Public Works is committed to providing and maintaining, high-performing facilities for staff, occupants, the public, and the broader environment. During FY20, the City completed a number of major building renovation projects, including: the City Hall Annex Universal Design Entry Plaza and Interior Improvements; significant maintenance projects at East Cambridge, Headquarters, Lafayette Square, River Street, Inman Square, and Porter Square Fire Houses; Department of Public Works Ryan Garage Overhead Door & Safety Upgrades; Electrical Shop Roof Replacement; and Moses Youth Center Rear Plaza Upgrade.



Residents helping to plant a tree

An allocation of \$25 million in FY21 will continue to fund significant building improvements and deferred maintenance projects, including those planned at the Public Works Complex and various Fire Department facilities (Headquarters, Lexington Avenue, and River Street). An increase of \$160,000 in the Building Operating Budget will also fund additional ongoing maintenance for HVAC and Life/ Safety Systems.

Energy-efficiency remains a top priority during all large and small building renovation projects. During FY20, a position of Energy and Sustainability Analyst was added to support the continuation of these efforts. Energy-efficiency projects completed in FY20 will save 375,000 kilowatt-hours (kWh) per year, more than enough electricity to power both the Moses and Frisoli Youth Centers for a year. Installation of energy-saving equipment will also result in the need to procure a smaller amount of electricity to meet the City's 100% renewable supply commitments.

In FY20, Public Works installed seven (7) new electric vehicle charging stations at 147 Hampshire Street, bringing the total number of stations at this location to eight (8). These stations are primarily for existing and new electric vehicles in the Department's fleet, but are also available to the general public outside of City business hours.

During FY20, Public Works also devoted significant resources to park facility renovation projects. This includes completion of the community process, design, and most construction on the Glacken Field/ Fresh Pond Slope Restoration project, as well as the management of construction at Rogers Street/ Toomey Park and Clarendon Avenue Park.

Complete Streets: During FY20, Public Works released an updated comprehensive Five Year Plan for designing streets that safely accommodate pedestrians, bicyclists, motorists, and public transportation users of all ages and abilities. Priority is placed on locations where streets, sidewalks, and bike facilities are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and senior centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the Bicycle Vision Network.; and locations with tree/sidewalk conflicts. The FY20 Five Year Plan also includes information about the April 2019 Bicycling Ordinance, climate change considerations (extreme flooding and Urban Heat Index), and the Urban Forest Master Plan.

A priority project during FY20 and FY21 is the Inman Square Intersection Improvement project. This re-design is aligned with the City's Vision Zero commitment to eliminate transportation-related injuries and

fatalities and includes more conventional intersection geometry, separated bike lanes, additional crosswalks and protected pedestrian signal phases, dedicated bus lanes and improved bus stop locations and routings. The plan also features significant tree plantings and pedestrian plaza amenities. Utility upgrades, including gas, drainage, sewer, and water main work were conducted in FY20, and surface construction will continue through 2021.

Additionally, construction of the Harvard Square Kiosk and Plaza is scheduled to begin in the Spring / Summer of 2020. This will open up the historic Kiosk building for more public use, renovate and enhance the historic character of the building, and build on its iconic presence in Harvard Square. The surrounding plaza area and the Eliot Street Loop will be reconstructed to make it more inviting, enhance pedestrian usage, improve accessibility and conditions for people biking and taking buses.

During FY20, the City entered into an agreement with local non-profit Culture House to activate the Harvard Square Kiosk as a community gathering space prior to the start of construction of the Kiosk and Plaza redevelopment project.

Associated with the Harvard Square Kiosk and Plaza project is the design and construction of Eliot Street between JFK Street and Brattle Street. The first phase of this construction, Eliot Street between JFK Street and Bennett Street, was completed during FY20.

Clean Fleets: In a continued commitment to reducing greenhouse gas emissions from municipal operations, in FY20 the Department added five all-electric Nissan Leafs to its fleet to replace aging and inefficient vehicles. In addition, the Department installed hybrid drive systems in three vehicles from the Animal Commission, Electrical Department and Public Works, following three retrofits in FY19, and is piloting idle reduction technologies in medium- and heavy-duty vehicles as well. Utilizing a state grant funded from Volkswagen diesel settlement funds, the Department is preparing to purchase three rubbish packers with plug-in hybrid electric technology.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$7,159,615	\$7,153,335	\$7,395,505
FINES & FORFEITS	\$1,058,195	\$1,058,195	\$1,058,195
INTERGOVERNMENTAL REVENUE	\$1,316,060	\$1,316,060	\$1,316,060
LICENSES AND PERMITS	\$1,734,090	\$1,151,250	\$1,411,250
MISCELLANEOUS REVENUE	\$1,062,435	\$1,031,420	\$972,350
TAXES	\$31,350,470	\$34,388,590	\$38,021,715
TOTAL BUDGETED REVENUE	\$43,680,865	\$46,098,850	\$50,175,075
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$26,465,165	\$28,538,540	\$30,164,480
OTHER ORDINARY MAINTENANCE	\$17,069,990	\$18,406,235	\$18,771,065
TRAVEL & TRAINING	\$395,810	\$545,930	\$239,530
EXTRAORDINARY EXPENDITURES	\$600,000	\$900,000	\$1,000,000
TOTAL BUDGETED EXPENDITURES	\$44,530,965	\$48,390,705	\$50,175,075
FULL-TIME BUDGETED EMPLOYEES	235	242	242

PUBLIC WORKS - PLANNING & ADMINISTRATION

MISSION & SERVICES

The Planning & Administration Division supports the activities necessary to ensure Public Works functions as a cohesive organization. Major program areas include Fiscal Operations, Budget, Payroll, Safety, Human Resources, Community Relations, Operations Management, and Technology.

The Division continually re-evaluates business practices and operations to ensure that Public Works maximizes service delivery and customer service while minimizing costs.

Public Works employee safety programs have expanded in recent years to ensure compliance with February 1, 2019 updates to MGL chapter 149 section 6½, applying OSHA requirements to Massachusetts municipalities. The Division manages a comprehensive employee safety program that includes policy development, process improvement, training, and equipment inspections and investments to reduce workplace accidents, injuries, and illnesses across the Public Works, Electrical, Water, and Traffic, Parking & Transportation Departments.

An additional \$40,000 in operating funds and \$10,000 in training funds were allocated during FY20 to support employee safety programs. In FY21, \$43,000 in training funds has been allocated to continue and expand the Commercial Driver’s License (CDL) training programs. By working to reduce vehicle crashes, the risk of injury to drivers and the travelling public is reduced. The importance of ensuring safe driving behavior of large truck operators on City streets is a key component of the City’s Vision Zero commitment.



A safety training

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,504,715	\$3,089,880	\$3,222,665
OTHER ORDINARY MAINTENANCE	\$344,975	\$475,570	\$524,070
TRAVEL & TRAINING	\$394,005	\$543,230	\$235,140
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,243,695	\$4,108,680	\$3,981,875
FULL-TIME BUDGETED EMPLOYEES	20	24	24

PUBLIC WORKS - CEMETERY

MISSION & SERVICES

The Cemetery Division is responsible for gravesite preparation, burial services, landscaping, maintenance, and customer service at the Cambridge Cemetery's 66-acre site on Coolidge Avenue. The Cemetery is the final resting place for more than 2,400 veterans, including Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt. The Cambridge Cemetery is also where prominent literary figures Henry James, William James, and William Dean Howells, as well as Baseball Hall of Famers John Clarkson and Timothy Keefe are buried.

Cemetery operations include burials, landscaping, and the repair of historical monuments. Tree planting and perennial island development to add pastoral beauty to open space in the Cemetery, has been a focus in recent years. The Division continues to incorporate sustainable practices into its operations, including using rain barrels for watering where feasible, mulching leaves on site, and not requiring cement vaults for burials.

The FY20 operating budget allocation included an increase of \$100,000 to support improved landscape maintenance. This allocation has been increased by an additional \$35,000 in FY21.

Public Works has initiated a Space Optimization and Beautification plan at the Cemetery to more effectively plan for future needs. This plan is supported by a \$100,000 capital budget allocation in FY21.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,122,510	\$1,155,875	\$1,201,145
OTHER ORDINARY MAINTENANCE	\$38,280	\$135,225	\$178,515
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,160,790	\$1,291,100	\$1,379,660
FULL-TIME BUDGETED EMPLOYEES	10	10	10

PUBLIC WORKS - CONSERVATION COMMISSION

MISSION & SERVICES

The mission of the Conservation Commission is to protect and enhance the wetland resource areas within the City, including bodies of water, riverfront, bordering vegetated wetlands, isolated wetlands, floodplains, and associated buffer zones. The Commission's primary responsibility is to administer the Massachusetts Wetlands Protection Act (MWPA) and the Commonwealth's Stormwater Management Policy.

The Conservation Commission Director works with the seven-member volunteer Commission to fulfill the statutory requirements of the MWPA, which include conducting public hearings to review, permit, and maintain compliance of projects in and around Cambridge's wetlands, floodplains, and bodies of water. The Director provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues. The Director also works with regional, state, and federal agencies to address short and long-term environmental concerns; serves on the Fresh Pond Advisory Board, Open Space Committee, Mystic River Watershed Municipal Subcommittee, Food and Fitness Policy Council, Urban Task Force, ABC Stormwater Flooding Board; and provides supports to the Community Preservation Act (CPA) committee. A Commission member also serves on the CPA Committee and the Fresh Pond Advisory Board.

The Commission Director also manages the Community Garden Program, overseeing 14 active gardens serving approximately 550 residents across Cambridge.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$149,790	\$165,755	\$170,470
OTHER ORDINARY MAINTENANCE	\$2,490	\$1,000	\$1,000
TRAVEL & TRAINING	\$660	\$1,000	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$152,940	\$167,755	\$172,970
FULL-TIME BUDGETED EMPLOYEES	1	1	1

PUBLIC WORKS - ENERGY

MISSION & SERVICES

Public Works is committed to long-term, comprehensive strategies that develop green assets and reduce dependence on carbon fuels. In 2016 the City set a goal of reducing greenhouse gas emissions reductions from municipal operations by 30% by 2020. The City achieved a 33% reduction in 2019, meeting this goal one year early. Municipal onsite solar installations and energy efficiency actions along with a cleaner regional electricity grid all contributed to these reductions. These activities continue, including working toward a 100% renewable electricity supply, to reach zero net emissions by 2050.



A converted to a hybrid drive bus

Public Works activities in support of these initiatives includes:

- Tracking and analyzing City energy and fuel use and expenses.
- Planning and project management support for energy efficiency projects at City and School buildings.
- Collaborating with other City departments to identify best practices for resource-efficient and climate-resilient municipal operations.
- Sharing sustainability efforts, successes, and challenges in a transparent fashion, including providing Building and Energy Use Disclosure Ordinance reporting for municipal facilities.
- Continued leadership in vehicle fuel reduction and advanced technologies.

Public Works pays utility and fuel expenses for 100 City buildings, parks, ball fields, pump stations, and more than 300 municipal vehicles. Costs are supported by this budgetary allotment, plus reimbursements from other City departments.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to explore advanced energy and sustainability analytics and serve as a sustainability leader for the larger community.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Meet 2020 goal of generating 5% of municipal energy use from onsite renewable sources (% of energy generated by onsite renewables)	3.4%	5%	6%

DIVISION FINANCIAL OVERVIEW

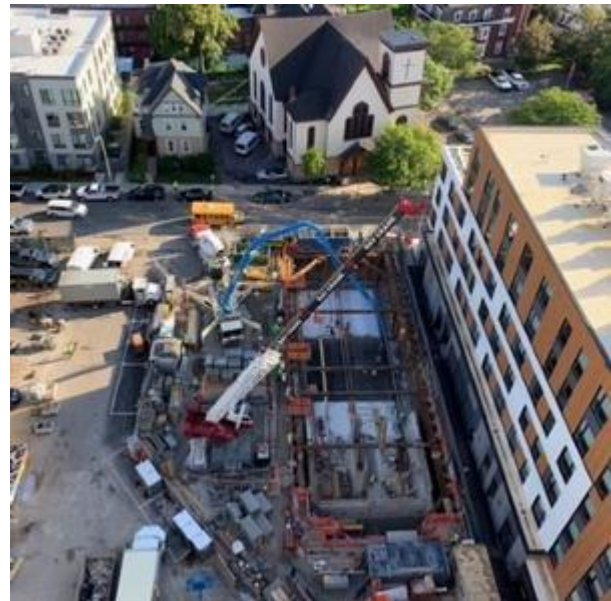
EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$2,339,455	\$2,343,165	\$2,265,155
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,339,455	\$2,343,165	\$2,265,155
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC WORKS - ENGINEERING

MISSION & SERVICES

The Engineering Division's primary responsibilities include management of sewer and stormwater infrastructure, stormwater programs, street and sidewalk improvement projects, and infrastructure information.

In FY20, the sewer and stormwater management program included management of \$22 million in infrastructure projects, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant, positive impact on improving the water quality of discharges to the Alewife Brook and Charles River and on improving sewer and stormwater service. The next decade of this program is articulated in the 10 Year Stormwater and Sewer plan that was initiated in 2019.



Construction of a stormwater tank on Bishop Allen Drive associated with The Port Infrastructure Project

The Engineering Division also managed \$11.8 million in street and sidewalk improvements during FY20. Priority is placed on locations where street, sidewalk, and bike facilities are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and senior centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the City's Bike Plan; and locations with tree/sidewalk conflicts. The program aims to provide high quality infrastructure with an emphasis on designing streets for all users and supporting the City's commitment to Vision Zero.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,530,295	\$2,956,765	\$3,146,950
OTHER ORDINARY MAINTENANCE	\$449,845	\$503,185	\$620,385
TRAVEL & TRAINING	\$265	\$500	\$1,690
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,980,405	\$3,460,450	\$3,769,025
FULL-TIME BUDGETED EMPLOYEES	20	20	21

PUBLIC WORKS - PARKS

MISSION & SERVICES

The Parks Division maintains over 130 municipal and school properties, including parks, playgrounds, squares, plazas, medians, and public building grounds. The Division ensures that parks are safe, clean, attractive, and have been properly prepared for sports activities and other special events.

The Division oversees the installation, renovation, and maintenance of landscape beds, playing fields, playground structures, and water features throughout the City. Staff coordinate with the Conservation Commission Director to support the City's Community Garden Program, and with local businesses and community groups to maintain beautification programs in many City squares. The Division also works closely with the Community Development Department, the Commission for Persons with Disabilities, the Recreation Division of Human Services, and the Committee on Public Planting.

In recent years, the City has greatly increased the number of sites with seasonal flowering and planting programs. These include North Mass Ave, Huron Village, Harvard, Central and Inman Squares and along Cambridge Street. Some of these installations can in fact serve an aesthetic as well as practical purpose. The City has begun installing flower boxes containing native plants in the tree wells of newly planted trees. Abutters are encouraged to water the plants and the trees, which aids the establishment and longevity of the trees.

A new allocation of \$100,000 in FY21 will fund improvements to festive lighting, decorative plantings and floral installations in various commercial areas throughout Cambridge.



A seasonal planting in Inman Square

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,996,470	\$2,995,905	\$3,481,140
OTHER ORDINARY MAINTENANCE	\$1,971,010	\$2,244,225	\$2,466,725
TRAVEL & TRAINING	\$880	\$700	\$700
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,968,360	\$5,240,830	\$5,948,565
FULL-TIME BUDGETED EMPLOYEES	29	29	29

PUBLIC WORKS - PUBLIC BUILDINGS

MISSION & SERVICES

Public Buildings Division staff provide carpentry, painting, plumbing, lock installation and repair, sign fabrication, heating, and ventilation services for 35 City buildings, and custodial services to 13 buildings. In the broader community, the Division staff supports approximately 75 public events annually by setting up staging and a public address system, and fabricates temporary and permanent signage.

The Buildings Division is closely involved in employee and public health and safety efforts as they relate to Cambridge’s public facilities. During FY20, the Division installed Automatic External Defibrillators (AEDs) and Narcan kits in all City buildings and installed sharps collection stations at the Central and Harvard Square Public Toilets. During FY21, the Division’s budget has increased by \$210,000 in order to expand fire alarm system testing and emergency evacuation planning, enhance cooling tower maintenance, and increase operating funds available for flooring and furnishings.

Public Buildings is also responsible for all aspects of construction, renovation, and significant maintenance to City buildings. The Division works to implement a comprehensive capital improvement program for City buildings that addresses a range of needs, including mechanical systems, structural components, space planning, electrical systems, technology systems, historic preservation, environmental sustainability, and accessibility.

Municipal Facilities Capital projects and studies completed in FY20 include:

- City Hall Annex, Universal Design Entry Plaza and Interior Improvements
- Coffon Building, Lower Level Interior Alteration
- Department of Public Works Ryan Garage Overhead Door and Safety Upgrades
- East Cambridge Firehouse, HVAC Upgrade
- Electrical Shop, Roof Replacement
- Fire Dept. Headquarters and Lafayette Firehouse Air Conditioning and Insulation Upgrades
- Graham and Parks School Photovoltaic Array Feasibility Study
- Inman and Porter Square Firehouses Air Conditioning Upgrades
- Kennedy Longfellow School Energy Storage Feasibility Study
- Moses Youth Center, Rear Plaza Upgrade
- Moses and Frisoli Youth Centers HVAC Feasibility Study
- River Street Firehouse Interior Improvements and HVAC Feasibility Study
- Miscellaneous deferred maintenance at multiple firehouses

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$4,410,010	\$4,742,595	\$4,884,455
OTHER ORDINARY MAINTENANCE	\$1,631,080	\$1,780,300	\$2,008,725
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$6,041,090	\$6,522,895	\$6,893,180
FULL-TIME BUDGETED EMPLOYEES	44	43	43

PUBLIC WORKS - SNOW & ICE

MISSION & SERVICES

Public Works is responsible for maintaining safe, unobstructed public ways during the winter months. Each year the Department continues to increase the scope of its snow operations to include more snow clearing of pedestrian areas, bus stops, and crosswalks; removing snow from high priority locations; and creating access for cyclists during the winter months.

As the command center for the City's salting and snow plowing operations, Public Works coordinates different departments and contractors, purchases materials and equipment, maintains vehicles, and provides public information and assistance during snow events. Salting and plowing operations cover 125 miles of roadway and over 23 miles of sidewalk, including sidewalks and ramps abutting schools, public buildings, high volume bus stops, parks, and other public areas. Public Works also promotes sidewalk snow and ice clearance by private property owners and investigates complaints and issues citations for sidewalks that have not been cleared.

All City departments involved in snow operations work to improve public information and resources for the community through mailings, the website, text and e-mail notifications, and social media. Public Works also acts as a community resource during and after storms by providing 24-hour phone coverage and opportunities to report uncleared sidewalks via a hotline, the website, and the Commonwealth Connect service request system.

Public Works is committed to increasing efficiency and effectiveness through better business practices and by incorporating more environmentally sustainable practices. During FY20 and FY21, the Department has focused on ensuring salters are calibrated to maximize safety with minimal salt use, utilization of GPS to ensure route completion, and the deployment of new plow technology. During FY20, Public Works installed two weather stations in order to be able to plan operations with precise data on local conditions, and also installed equipment to support a brine-based operation to further minimize salt use.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$466,180	\$383,820	\$192,755
OTHER ORDINARY MAINTENANCE	\$1,314,420	\$1,793,000	\$197,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,780,600	\$2,176,820	\$389,755
FULL-TIME BUDGETED EMPLOYEES	0	0	0

PUBLIC WORKS - SOLID WASTE

MISSION & SERVICES

The Solid Waste Division provides trash, recycling, compost, and street cleaning services to improve the cleanliness of the City and to promote a decrease in trash disposal.

During FY20, Cambridge exceeded its long-time goal of reducing trash by 30% by 2020, achieving a 32% reduction in 2019. Cambridge households now produce 15.6 pounds of trash per week on average, compared to 22.8 pounds per week in 2008. Public Works continues to work toward the 2050 goal of reducing waste by 80% to 4 pounds per household per week. Staff collaborate with the Recycling Advisory Committee in working toward this goal, using the comprehensive Zero Waste Master Plan (ZWMP) completed in FY19 as a road map.

Public Works manages weekly curbside pickup of single-stream recycling, trash, and organics. The Department also collects yard waste for nine months each year, seasonal Christmas trees, large appliances, and household hazardous waste. During FY20, Public Works also implemented a program to divert approximately 5,000 mattresses per year from landfills at no additional cost to participating residents. UTEC, a nonprofit organization serving proven-risk young adults, collects these mattresses and recycles their component parts.

The Solid Waste Division also ensures clean public ways through citywide mechanical street sweeping and more intensive street sweeping, sidewalk cleaning, and litter collection in city squares. Crews conduct regular power-washing of public area trash and recycling receptacles and operate a graffiti removal program. Major priorities in recent years include increasing the number of recycling bins in public areas and continuing citywide rodent control efforts in conjunction with the Inspectional Services Department.

During nights, weekends, and holidays, Off-Hours employees collect litter from heavily used public areas and City buildings on a regular schedule; respond to a variety of emergencies such as after-hours sewer complaints, fallen trees and tree limbs, building security, and storm-related cleanup; and coordinate with the Police and Fire Departments to respond to crashes and other emergencies.



The mattress recycling program in action

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Reduce residential trash 80% by 2050 (from 2008 baseline) to 4 pounds of trash per household per week.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Average pounds of trash per household per week	15.85	15.5	15.25

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$7,364,320	\$7,729,780	\$8,000,775
OTHER ORDINARY MAINTENANCE	\$6,016,175	\$6,332,690	\$7,615,030
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$13,380,495	\$14,062,470	\$15,615,805
FULL-TIME BUDGETED EMPLOYEES	68	70	69

PUBLIC WORKS - STREET & SEWER MAINTENANCE

MISSION & SERVICES

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 252 miles of sewer and stormwater pipelines, 5,932 catch basins, 84 sewer and stormwater pumps, and 11 standby generator systems.

The Division responds to requests received through SeeClickFix related to street and sidewalk defects. During 2019, crews resolved over 1,400 pothole requests and over 500 sidewalk repair requests.

The Division's preventive sewer maintenance program includes cleaning approximately 2,000 catch basins annually, routine inspection and flushing of 75 problem pipelines, and working with food establishments to limit the adverse effects of fats, oils, and grease on sewer lines. All of these activities help to reduce emergency sewer backups and flooding and to protect water quality. The Division also plays a key role in the response to storm events that produce street flooding.

The Division permits over 2,000 private and institutional construction projects impacting the public way (including sidewalks and ramps, streets, sewer connections, drainage structures, and cranes) each year, and conducts all inspections related to these permits. The Division also permits and inspects business sidewalk use (including news racks, A-frame signs, and outdoor dining), consults with contractors and utility companies, and provides technical assistance to homeowners.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,838,320	\$2,958,500	\$3,026,510
OTHER ORDINARY MAINTENANCE	\$1,229,345	\$1,382,875	\$1,425,875
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,067,665	\$4,341,875	\$4,452,885
FULL-TIME BUDGETED EMPLOYEES	26	26	25

PUBLIC WORKS - URBAN FORESTRY

MISSION & SERVICES

The Urban Forestry Division is responsible for implementing a program of arboriculture for over 19,000 public trees. This program includes planting, cyclical pruning, and responding to service requests and tree-related emergencies.

The Urban Forest Master Plan (UFMP) will guide the development of Cambridge’s tree assets into the future. This strategic plan will enable the City to maintain and expand the urban forest canopy, be more resilient to climate change, reduce the urban heat island effect, mitigate stormwater runoff, and contribute to well-being of all Cambridge neighborhoods.

A major metric in evaluating the quality of the City's tree programs in the future will be the state of the tree canopy. In 2009 more than 30% of the city was shaded by trees. This includes trees growing on City property, private property, and campuses, in parking lots and within commercial developments. By 2018, this number had dropped to 26%.

During fall 2019, Public Works planted 400 trees in public areas. During FY21, the City expects to plant much more than that, including the UFMP goal of 700 street trees and 250 park trees, supplemented by an FY21 Participatory Budget appropriation for 100 additional trees in targeted heat island locations.

Additionally, in FY21 Public Works will add three full-time positions to implement an ongoing, in-house bare root tree planting and maintenance program. Bare root trees are less expensive than balled and burlapped trees, enabling Public Works to plant a consistently higher number of trees in the coming years. Bare root trees also have a higher survival rate than balled and burlapped trees. During FY20, the City established a gravel bed nursery in Fresh Pond Reservation to act as a temporary holding place for bare root trees together with a compost tea brewing facility that will enable the Department to better enhance the nutrient content around trees across the community.

The Urban Forestry Division also continues to support the implementation of the City Council's extension of the Tree Protection Ordinance, which focuses on limiting the removal of significant trees on private property.



Some of the more than 70 bare root trees planted along Linear Park, with help from volunteers from CRLS

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,269,275	\$1,443,740	\$1,796,035
OTHER ORDINARY MAINTENANCE	\$759,095	\$800,000	\$900,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,028,370	\$2,243,740	\$2,696,035
FULL-TIME BUDGETED EMPLOYEES	10	11	12

PUBLIC WORKS - FLEET MANAGEMENT

MISSION & SERVICES

The Fleet Management Division maintains and repairs over 300 City-owned vehicles and pieces of equipment.

Public Works plays an important role in the implementation of the City's Green Fleets Policy, which was adopted as part of the Green Communities application process. Under this policy, all departments must purchase only fuel-efficient vehicles for municipal use whenever such vehicles are commercially available and practical. The City has committed to operating and maintaining its vehicles in a manner that is energy efficient, minimizes emissions of conventional air pollutants and GHG, and incorporates alternative fuel vehicles and hybrid vehicles into the municipal vehicle fleet when feasible.

An increase in funding for equipment purchases in FY20 (from \$600,000 to \$900,000) has allowed the City to continue to build the Clean Fleet Program. This allocation has been further increased by \$100,000 to total \$1 million in FY21.



Repairing one of the City's trucks

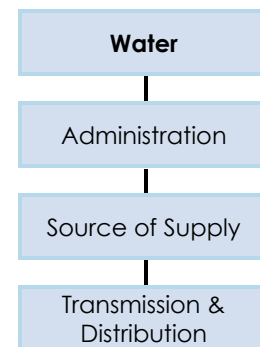
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$813,280	\$915,925	\$1,041,580
OTHER ORDINARY MAINTENANCE	\$973,820	\$615,000	\$568,585
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$600,000	\$900,000	\$1,000,000
TOTAL BUDGETED EXPENDITURES	\$2,387,100	\$2,430,925	\$2,610,165
FULL-TIME BUDGETED EMPLOYEES	7	8	8

WATER

DEPARTMENT OVERVIEW

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 113,000 residents. The mission of the Department is to provide a safe, uninterrupted water supply of the highest quality to the residents of Cambridge. CWD operates under the general direction of the City Manager. The Cambridge Water Board is comprised of five resident members who are appointed by the City Manager and who serve in an advisory capacity to the City Manager and the Managing Director of the Water Department.



The Department is regulated by federal and state drinking water codes and is comprised of three divisions: Administration, Source of Supply, and Transmission & Distribution. The Cambridge water system is comprised of the watershed and its related facilities such as gatehouses, dams, and spillways; the Hobbs Brook, Stony Brook, and Fresh Pond Reservoirs; the Stony Brook conduit; the treatment plant; the Payson Park finished water reservoir, including the force and transmission lines; the distribution system; and Massachusetts Water Resources Authority (MWRA) interconnects.

CWD continues to implement a long-term capital strategic plan to maintain the integrity and functionality of the City's water system. This includes routine water main rehabilitation; water treatment plant maintenance and upgrades; watershed infrastructure upkeep; water conservation; and continuing energy conservation practices and renewable energy expansions through hydro-electric power generation.

Top priorities for FY21 will be to; 1) replace the filter media material in CWD's treatment plant to ensure Per-and Polyfluoroalkyl Substances (PFAS) do not exceed the Massachusetts Department of Environmental Protection (MADEP) guideline for action at 20 parts per trillion (ppt), with a goal of reducing the level to below 10 ppt; 2) continue implementing the Department's Water Main Rehabilitation Program; and 3) finalize the design of the Hydro-Electric Renewable Energy Project.

CWD always strives for good customer relations through the development of educational programs such as the annual Fresh Pond Day celebration, and monthly tours conducted by staff members which allows the public to view the treatment plant and learn about our water treatment process. The Department also offers a wide array of programs throughout the year encouraging the public to visit and learn about Fresh Pond Reservation.

DEPARTMENT FINANCIAL OVERVIEW






FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$17,706,455	\$12,908,295	\$12,831,240
TOTAL BUDGETED REVENUE	\$17,706,455	\$12,908,295	\$12,831,240
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$7,269,000	\$7,712,805	\$8,224,465
OTHER ORDINARY MAINTENANCE	\$3,880,410	\$4,135,910	\$4,345,195
TRAVEL & TRAINING	\$57,045	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$2,678,500	\$646,505	\$175,000
TOTAL BUDGETED EXPENDITURES	\$13,884,955	\$12,581,800	\$12,831,240
FULL-TIME BUDGETED EMPLOYEES	55	58	58

WATER - ADMINISTRATION

MISSION & SERVICES

The Administration Division is responsible for personnel, financial, metering, cross connection, social media, customer relations, and other administrative functions of the Water Department. The Division assists in the quarterly processing of water bills for approximately 15,000 metered accounts in the City as well as all other billings. This Division is also responsible for the automated meter reading system, which leads to more accurate billing, allows customers to monitor water usage, and enables early notification of potential leaks through the "high read" notification program. The Division also inspects and resolves leaks, faulty registrations, damaged meters, non-compliant water connections, and other customer service issues. The Engineering team within the Division provides technical services to the Department, plans and provides oversight of capital improvements, maintains maps and records, and coordinates water projects with other City departments.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue implementing an online meter reading system to allow customers to monitor their usage activity and consumption.
-  2. Improve metering and meter reading efficiency by replacing older meters and meter transmitter units. Improve customer service by providing notifications to account owners via email, phone, and/or mail for unusually high meter reads.
-  3. Improve customer relations through public education programs, including webpage updates, social media posts, tours, open houses, and school and community activities.
-  4. Maintain the cross connection program in order to protect public health by performing 100% of the Massachusetts Department of Environmental Protection (DEP) requirements.
-  5. Maintain safe drinking water during construction, fire safety, and industrial process activities by reviewing all water-related plans and issuing water construction permits in a timely manner.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
3	Water facility tours	28	30	30
3	Fresh Pond education programs	121	110	105
4	Number of back flow devices tested	6,156	6,000	6,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,623,455	\$1,827,800	\$1,888,500
OTHER ORDINARY MAINTENANCE	\$356,015	\$413,355	\$413,355
TRAVEL & TRAINING	\$57,045	\$86,580	\$86,580
EXTRAORDINARY EXPENDITURES	\$2,503,500	\$471,505	\$0
TOTAL BUDGETED EXPENDITURES	\$4,540,015	\$2,799,240	\$2,388,435
FULL-TIME BUDGETED EMPLOYEES	11	12	12

WATER - SOURCE OF SUPPLY

MISSION & SERVICES







Source of Supply Division includes Watershed and Water Treatment Operations (WTO).

The Watershed team is responsible for the management and operation of the City’s three reservoirs. The Division works to develop and implement watershed protection and emergency response plans, conducts environmental and raw water quality monitoring, and works with all watershed stakeholders to ensure long-term protection of the City’s drinking water supply. The Watershed team also manages the grounds at Fresh Pond Reservation (Cambridge’s largest open space) and implements Fresh Pond Master Plan recommendations.

The WTO team is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility. This includes maintaining a certified water quality laboratory, plant process control, regulatory compliance, distribution system monitoring, and performing a variety of customer support services.

In 2019 the Massachusetts Department of Environmental Protection (DEP) issued a 'guideline to action' regarding six Per- and Polyfluoroalkyl Substances (PFAS). While CWD will continue regular quarterly testing for these substances, the current test results are below the DEP’s 'action' level of 20-70 part per trillion (ppt), at an average of 18.4 ppt.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to implement and update Watershed Protection Plans to protect the City's source water supply.
-  2. Continue to develop and implement best practices for watershed communities and businesses.
-  3. Manage watershed and reservoir infrastructure to ensure safe and continuous delivery of water to the treatment facility.
-  4. Maintain the water source area - Water Quality Monitoring Program.
-  5. Perform 100% of the required DEP analytical testing.
-  6. Continue to implement strategies to reduce energy consumption.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
3	Develop landscape maintenance Best Management Practices Plan for Fresh Pond Reservation (% complete)	n/a	15%	30%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,922,145	\$3,069,665	\$3,149,270
OTHER ORDINARY MAINTENANCE	\$3,209,745	\$3,253,040	\$3,451,825
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$6,131,890	\$6,322,705	\$6,601,095
FULL-TIME BUDGETED EMPLOYEES	21	22	22

WATER - TRANSMISSION & DISTRIBUTION

MISSION & SERVICES

The Transmission & Distribution Division is primarily responsible for the maintenance of the underground piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30-63 inches in diameter.

The distribution system, which connects purified water to all City users, consists of approximately 185 miles of pipe, 14,060 services, 8,387 water main valves, approximately 1,800 fire hydrants, and 18,500 valve boxes.

This Division regularly performs new water main installation; leak detection and preventative maintenance; provides effective emergency response for leaks and low-pressure situations; and provides assistance and support to customers and other City departments. The Division partners with the Fire Department to ensure a high degree of reliability of our fire hydrants throughout Cambridge.

CWD's distribution projects completed in FY20 include Park Avenue, Inman Street, Grey Gardens East, St. Mary's Road., and North Point.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Rehabilitate the water distribution system.**
2. **Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the City.**
3. **Maintain a percentage rate of 99.9% of in-service hydrants.**
4. **Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
2	Number of fire hydrants replaced	46	25	25

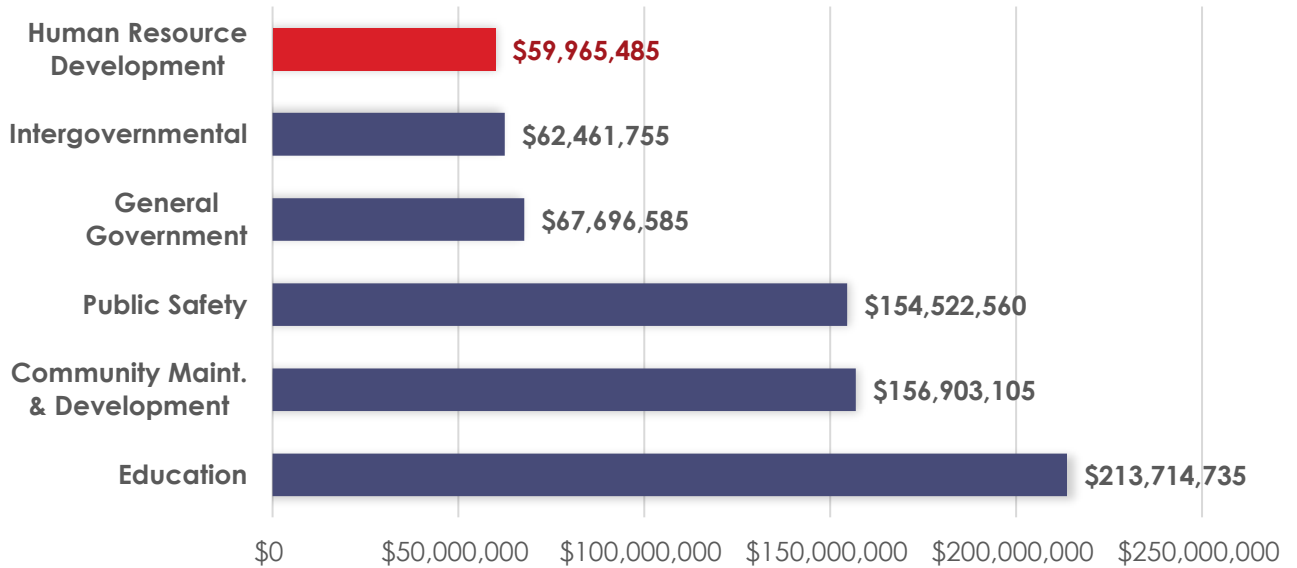
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,723,400	\$2,815,340	\$3,186,695
OTHER ORDINARY MAINTENANCE	\$314,650	\$469,515	\$480,015
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$175,000	\$175,000	\$175,000
TOTAL BUDGETED EXPENDITURES	\$3,213,050	\$3,459,855	\$3,841,710
FULL-TIME BUDGETED EMPLOYEES	23	24	24

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HUMAN RESOURCES AND DEVELOPMENT

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION

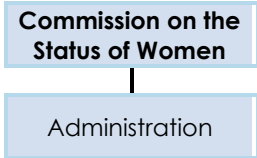


FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$5,195,755	\$3,359,000	\$4,765,885
FINES & FORFEITS	\$77,870	\$65,000	\$65,000
INTERGOVERNMENTAL REVENUE	\$1,633,880	\$1,588,945	\$1,578,325
TAXES	\$41,068,185	\$44,844,190	\$53,556,275
TOTAL BUDGETED REVENUE	\$47,975,690	\$49,857,135	\$59,965,485
PROGRAM EXPENDITURES			
COMMISSION ON THE STATUS OF WOMEN	\$282,365	\$295,020	\$310,555
HUMAN RIGHTS COMMISSION	\$479,960	\$523,470	\$544,820
HUMAN SERVICES	\$33,327,150	\$36,784,330	\$42,134,170
LIBRARY	\$10,942,090	\$12,716,270	\$15,729,320
VETERANS' SERVICES	\$1,069,410	\$1,118,465	\$1,246,620
TOTAL BUDGETED EXPENDITURES	\$46,100,975	\$51,437,555	\$59,965,485

COMMISSION ON THE STATUS OF WOMEN

DEPARTMENT OVERVIEW

The Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote and enhance equal opportunities for all women and girls throughout the City. CCSW works with other City departments and officials, local organizations, and the greater community to increase opportunity and access through policy and program development and build awareness in key areas affecting women and girls.



CCSW programs include offering outreach and education on issues concerning young women and girls; providing information on health and violence prevention; acknowledging and preserving Cambridge women's history; supporting new artistic mediums; and developing pathways that better connect with traditionally harder-to-reach women, including immigrants and those experiencing homelessness.

CCSW members are appointed by the City Manager and are responsible for supporting the Executive Director in accomplishing the Commission's objectives. Commission staff are available to offer information and referrals to individuals, community organizations, businesses, and other City departments on topics relating to services for women and girls.

In FY20, the CCSW worked extensively on three initiatives:

- Marking the 100th anniversary of the ratification of the 19th Amendment in 2020, CCSW collaborated with various City departments on events to recognize the ongoing struggle for equity still faced by women in all spheres of life and highlight the often untold stories of African American suffragists. CCSW is also engaged in a first-of-its-kind public art project commemorating women's suffrage which will be installed on the historic Cambridge Common.
- CCSW launched the *Mapping Feminist Cambridge: Inman Square 1970s-1990s* feminist history walking tour and guidebook (available to download) and hosted numerous at-capacity walking tours through the neighborhood. Additional feminist history tours for other squares will be developed.
- Emphasizing the social, emotional, and physical importance of sports for girls, the CCSW is leading a committed cross-section of City departments and community-based teams to connect girls throughout Cambridge to various team opportunities beginning in elementary school.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$9,960	\$9,960	\$9,960
TAXES	\$264,540	\$282,975	\$300,595
TOTAL BUDGETED REVENUE	\$274,500	\$292,935	\$310,555
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$271,870	\$284,660	\$294,045
OTHER ORDINARY MAINTENANCE	\$10,100	\$9,835	\$15,985
TRAVEL & TRAINING	\$395	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$282,365	\$295,020	\$310,555
FULL-TIME BUDGETED EMPLOYEES	2	2	2

COMMISSION ON THE STATUS OF WOMEN - ADMINISTRATION

MISSION & SERVICES

The Cambridge Commission on the Status of Women (CCSW) recognizes, supports, and advocates for all who self-identify as women or with womanhood.





In addition to providing policy recommendations and advocacy, CCSW delivers city-wide programming to increase awareness and understanding of key issue areas. This includes gender-based violence, women's history, women in the workforce, sexual harassment, international women's rights, women and girls' health and wellness, menstrual equity, and criminal justice reform.

Annual programs include the quarterly Women&Words! discussion series, Girls' Sports Day, Promtacular, the International Women's Day Breakfast, Women's History Month Celebrations, walking tours for *Mapping Feminist Cambridge*, and the Vigil for Victims of Domestic Violence.



Cambridge students learning orienteering at 5th Grade Girls Sports Day

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
1. In collaboration with the Domestic and Gender-Based Violence Prevention Initiative, promote efforts to prevent and respond to domestic and gender-based violence through creative, community-based approaches.
- 
2. Work with the School Department, other City departments, and community groups to provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development, and academic achievement.
- 
3. Coordinate efforts to connect with historically harder to reach populations to better engage and serve marginalized women in the City.
- 
4. Lead community programming and serve as a centralized portal for resources addressing issues relevant to women.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Community events sponsored throughout the City to educate and engage residents around the topic of domestic and gender-based violence	4	5	5
2	Number of girls recruited for programs	250	125	375
3	Number of forums sponsored, focus groups conducted, outreach, and activities offered to targeted residents	10	16	16
4	Events organized and relevant announcements and information promoted and publicized via website and social media outlets	36	48	48

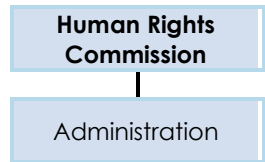
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$271,870	\$284,660	\$294,045
OTHER ORDINARY MAINTENANCE	\$10,100	\$9,835	\$15,985
TRAVEL & TRAINING	\$395	\$525	\$525
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$282,365	\$295,020	\$310,555
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN RIGHTS COMMISSION

DEPARTMENT OVERVIEW

Guided by two municipal ordinances – the Human Rights Ordinance (HRO), Chapter 2.76, and the Fair Housing Ordinance (FHO), Chapter 14.04 – the Cambridge Human Rights Commission (CHRC) works to protect the civil rights of residents and visitors to the City. It accomplishes this mission through investigation, mediation, and adjudication of complaints of discrimination in housing, public accommodations, employment, and education and through outreach and education to the public about their rights and responsibilities under local and federal fair housing and other civil rights laws. In 2018, CHRC submitted updates to its two Ordinances to the City Council, which were ordained by the City Council in December 2019. The updates included adding the protected class "gender identity" and updating language related to people with disabilities, including removing the term "handicap."



In existence since 1984, CHRC staff works with 11 volunteer Commissioners to identify community concerns relating to civil rights, and collaborates with many City agencies and community partners to address civil rights concerns and advance civil rights awareness.

CHRC's state partners include the Civil Rights Division of the Attorney General's Office and the Massachusetts Commission Against Discrimination. Regional partners include metro-Boston Fair Housing agencies such as the Boston Office of Fair Housing and Equity, Boston's Fair Housing Commission, Metro-Housing/Boston, and Suffolk University Law School's Housing Discrimination Testing Program. CHRC also collaborates with state and federal civil rights agencies to advance public understanding of civil rights and changes in civil rights laws, and to address complaints of discrimination.

The Commission on Immigrant Rights and Citizenship (CIRC) was formed in August 2016 and consists of 11 volunteer Commissioners who are themselves immigrants or who work in immigration legal or social service organizations. CIRC, working with the Needs Assessment it developed in its first year, has been advancing its priority goals, among them the development of the City of Cambridge/De Novo Immigrant Legal Screening Clinic, held monthly to provide free legal consultations and referrals to immigrants in need of immigration law advice. CIRC's Immigrant Services Liaison reaches out to immigrant communities to facilitate connections to City and regional resources and to inform about programs that may support them in their efforts to become citizens. Administrative functions for CIRC are performed by CHRC staff.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
TAXES	\$491,210	\$527,360	\$544,820
TOTAL BUDGETED REVENUE	\$491,210	\$527,360	\$544,820
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$436,865	\$474,280	\$493,820
OTHER ORDINARY MAINTENANCE	\$41,635	\$46,445	\$48,100
TRAVEL & TRAINING	\$1,460	\$2,745	\$2,900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$479,960	\$523,470	\$544,820
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN RIGHTS COMMISSION - ADMINISTRATION

MISSION & SERVICES

Human Rights Commission

CHRC acts as a neutral agency, investigating complaints of discrimination within its jurisdiction to determine whether discrimination has occurred and, when a finding of probable cause has been made, to mediate or adjudicate a remedy that addresses the individual complainant's concerns as well as the broader public interest in eliminating discrimination in housing, public accommodations, employment, and education.

CHRC accepts complaints from the U.S. Department of Housing and Urban Development involving housing discrimination alleged to have occurred in Cambridge, and works in collaboration with other City, state, and regional agencies to address civil rights issues. CHRC provides referrals to other agencies, as appropriate, and provides trainings about civil rights laws and remedies. CHRC launched an online complaint form in 2018 available in English, Spanish and Haitian Creole and an online feedback form in 2019.

In October 2019 CHRC collaborated with the LGBTQ+ Commission and the Harvard Kennedy School's Carr Center for Human Rights to present "Pride & Progress: A film festival and symposium" highlighting human rights filmmakers and activists leading the cultural fight against laws in several countries across the globe that criminalize and discriminate against LGBTQ+ people.

Commission on Immigrant Rights & Citizenship

CIRC holds monthly Immigration Legal Screening clinics, in collaboration with the De Novo Center for Justice and Healing, to provide free consultations with volunteer immigration attorneys for immigrants seeking answers to a broad range of questions involving immigration law. The Clinic offers referrals to appropriate legal services following the consultation. In 2019 the Clinic provided consultations to 233 clients/groups from more than 45 foreign countries.

CIRC collaborates with local immigrant-serving organizations to highlight changes in federal immigration programs, disseminating updated informational materials to assist immigrants trying to navigate the ever-changing landscape of rules and regulations; and by providing updated materials at outreach tabling events, and identifying resources and opportunities to learn more about the impacts of proposed and implemented changes.

CIRC's Immigrant Services Liaison travels throughout Cambridge, conducting outreach activities, and meeting with service providers, immigrant groups and individuals to inform them about CIRC's services and the broad range of City programs available to assist immigrants adjusting to life in Cambridge. The Commission staffs informational tables at a wide range of public events, to inform attendees about the range of services offered in Cambridge and to offer assistance in navigating City services.

CIRC collaborated with Community Supported Films and the Cambridge Public Library to present 3 documentaries from the New Immigrant and Refugee Visions films series at CIRC's Immigrant Welcome Event in October 2019. The event featured an interactive, in-person discussion with the filmmakers and their subjects following the film screenings regarding their responses to the personal stories and challenges faced by the films' subjects.







CIRC created a new "Cambridge Welcomes All" sign for Danehy Park Family Day in September 2019, which was posted at both entrances, and festooned Danehy Park with flags of many nations to visually



CHRC Commissioners tabling at the 3rd Annual Fair and Affordable Housing Open House

welcome immigrants at this large City-run family event. Commissioners and staff hosted a CIRC outreach table with resource flyers and information at both Danehy Park Family Day and Riverfest.

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 
 1. Increase public awareness of CHRC and CIRC through collaborative efforts in education and outreach between CHRC, CIRC, other City departments, and outside agencies.
- 

 2. Perform mediation as a means to resolve CHRC complaints.
- 

 3. Resolve discrimination cases following investigations.
- 
 4. Coordinate Immigration Legal Screening Clinics and Know Your Rights trainings at host sites in Cambridge to address immigrants' needs for advice about immigration law and constitutional rights.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of CHRC collaborations with City departments and non-City agencies	54	55	55
1	Number of CIRC collaborations and outreach efforts with City departments, non-City agencies, and individual immigrants	385	425	425
4	Number of Know Your Rights trainings and Screening Clinics	15	16	16

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$436,865	\$474,280	\$493,820
OTHER ORDINARY MAINTENANCE	\$41,635	\$46,445	\$48,100
TRAVEL & TRAINING	\$1,460	\$2,745	\$2,900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$479,960	\$523,470	\$544,820
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES

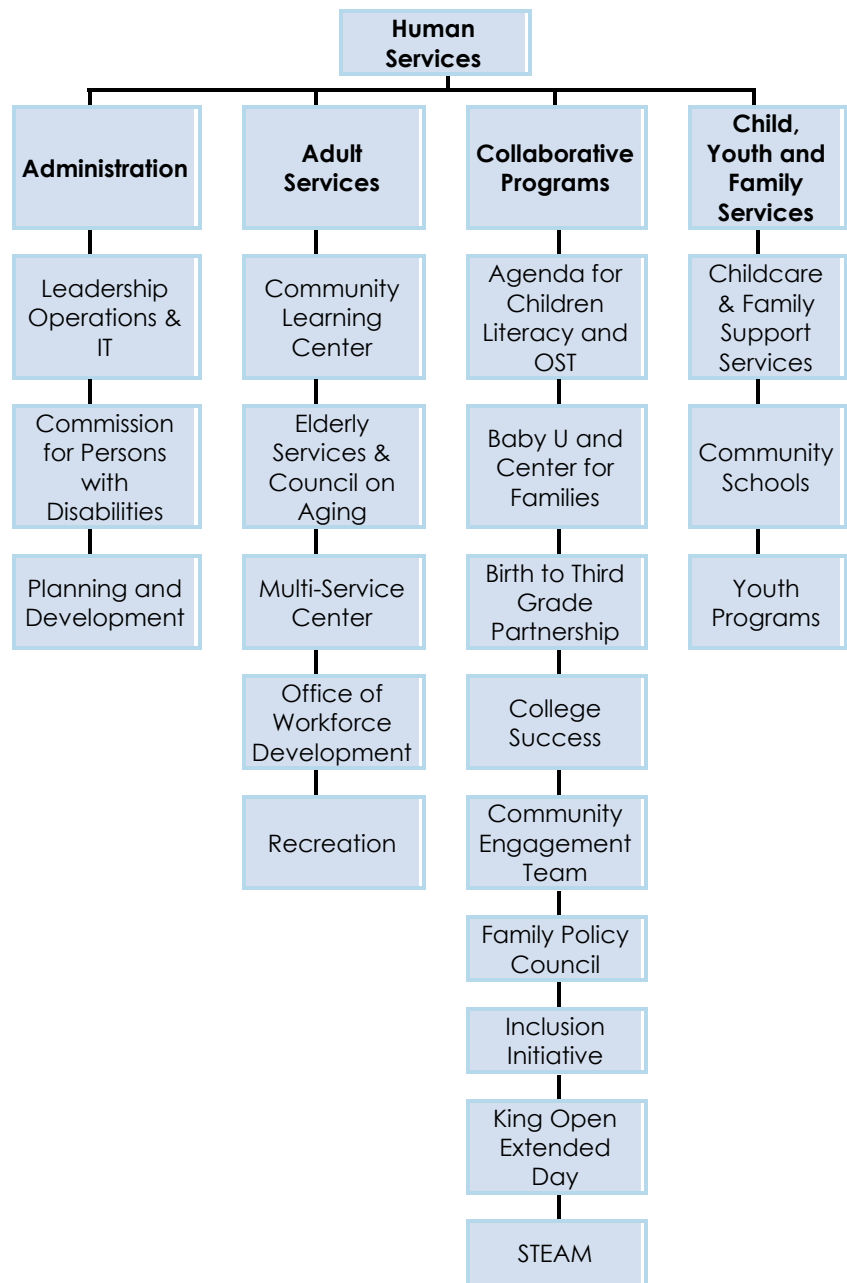
DEPARTMENT OVERVIEW

The Department of Human Service Programs (DHSP) continues to fulfill its original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department employs a diverse workforce and works with the Community Engagement Team and part-time outreach workers to bring information about services to the community and to inform the Department about the community's needs. While many of the Department's services and programs are available to any resident, a number of the programs are designed to help residents who need extra support in meeting their needs and reaching their goals.

The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, through contracting with community agencies and through planning and technical assistance to local groups. Among the service components of the Department itself are: Childcare and Family Support Services, the Commission for Persons with Disabilities, the Community Learning Center, Community Schools, the Council on Aging, Fuel Assistance, Haitian Services, the Multi-Service Center, Recreation, Workforce Development, and Youth Centers.

Services funded by the City and provided through nonprofit agencies include: homeless services, mental health services, domestic violence programs, food programs, legal assistance, and specialized services for linguistic minority communities.

The FY21 budget increases funding in a number of areas including the reopening of the Gold Star Pool, the City's food pantry network, Family Literacy Day, the Summer Book Bike and new summer food sites, as well as providing for enhanced supports for individuals who are homeless as they access housing, additional field trips for preschool students, and heightened promotion and supports for girls' sports. The budget includes significant increases in funding for the Birth to Third Partnership including \$1



million in additional scholarships for low income three- and four-year-olds, expansion of the quality improvement network for both preschools and family childcare providers, funding for more parent engagement and support and funding to allow Cambridge Head Start classrooms to become full-day, full-year programs. The budget also includes funds to support detailed planning for Universal Pre-K for four-year-olds.

To support continued outreach to the community, especially with respect to early childhood efforts, the budget includes a new full-time outreach worker to support the African American Community. In support of the City Council’s goals ensuring economic and educational opportunity, the budget includes enhanced funding for coaching for low income, first generation college students and enhanced funding for educational supports for residents accessing training programs. The FY21 budget also continues and expands support for the Cambridge STEAM Initiative through the addition of a full-time staff person to help create and support students in STEAM career exploration and internship opportunities. The budget also includes enhanced supports for housing case management to support eviction prevention efforts for Cambridge tenants. This year’s budget includes funds to continue the Department’s internal race and equity work. It also includes funding for expanding the professional development system through the Agenda for Children to allow staff who work with children and youth to continually develop their skills.

DHSP continues to play a leadership role in numerous community collaborations that improve the planning and delivery of important services to residents. Among the collaborations are the HUD Continuum of Care for services to homeless residents, the Agenda for Children, the Office of College Success, the Family Policy Council, and the STEAM Initiative. The Department also works closely with the Police Department on issues related to youth, seniors and other vulnerable populations. DHSP sponsors numerous community activities for residents through arts, movies, sports and recreation. Through Danehy Park, the War Memorial Recreation Center, and Fresh Pond Golf Course, the Department supports residents in opportunities for skill building and leisure activities. Almost all the Department’s activities support the City Council’s goals of ensuring economic and educational opportunity for all, deepening community engagement and increasing opportunities for residents to enjoy open space.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$5,195,755	\$3,359,000	\$4,765,885
INTERGOVERNMENTAL REVENUE	\$731,670	\$666,975	\$656,355
TAXES	\$28,703,005	\$31,218,175	\$36,711,930
TOTAL BUDGETED REVENUE	\$34,630,430	\$35,244,150	\$42,134,170
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$26,635,335	\$29,111,255	\$31,736,100
OTHER ORDINARY MAINTENANCE	\$6,584,465	\$7,539,585	\$10,255,730
TRAVEL & TRAINING	\$67,350	\$93,490	\$102,340
EXTRAORDINARY EXPENDITURES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED EXPENDITURES	\$33,327,150	\$36,784,330	\$42,134,170
FULL-TIME BUDGETED EMPLOYEES	163	173	173

HUMAN SERVICES - LEADERSHIP, OPERATIONS & IT

MISSION & SERVICES

The Administration Division provides leadership, financial, personnel, IT, communications and clerical support to the operating divisions of the Department as well as to 25 satellite locations, 225 benefitted employees, and over 500 part-time and seasonal employees.

The Division acts as the liaison to other City departments as well as outside vendors and contractors. The Division produces a semi-annual resource guide that promotes Department and community-based human service programs to families across the City. The Division administers the Fuel Assistance Program, which serves over 1,000 low-income households. It also administers the Federal Summer Nutrition Program, providing nutritious meals and snacks to low-income children throughout Cambridge, along with recreational activities and literacy programming. The Summer Food program will continue to expand sites including a new dinner site in connection with a summer concert series and Book Bike evenings.

The Division oversees many collaborations and programs, including the Agenda for Children Out of School Time Initiative; the Family Policy Council; Baby U and the Birth to Third Grade Partnership, which are directed towards families with children from birth to age five; the King Open Extended Day Program; the Office of College Success; and the STEAM Initiative.

The Division has also provided key leadership to the Department's Race and Equity Initiative. In FY20, the Department's 40 senior leaders participated in affinity groups and other leadership learning sessions to continue their personal and professional racial equity growth. In FY19 and FY20, the Department's entire full-time staff completed full day structural racism training. The Department has continued to roll out monthly race and equity activities, including shared viewing/reading of videos and articles. In FY21, the Department will add affinity group opportunities for more staff and examine the Department's policies and practices through a racial equity lens.

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,860,275	\$3,235,655	\$3,377,195
OTHER ORDINARY MAINTENANCE	\$401,790	\$491,335	\$506,825
TRAVEL & TRAINING	\$15,815	\$22,400	\$24,900
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,277,880	\$3,749,390	\$3,908,920
FULL-TIME BUDGETED EMPLOYEES	17	19	19



HUMAN SERVICES - COMMISSION FOR PERSONS WITH DISABILITIES

MISSION & SERVICES

In concert with its Advisory Committee, the goal of the Commission for Persons with Disabilities is to make Cambridge a more welcoming and accessible place for people with all types of disabilities. The Commission collaborates with other City departments to promote the full integration of people with disabilities into every aspect of Cambridge community life. In FY20, the Commission worked closely with Public Works to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. The Commission also consults with the Community Development Department on design and implementation of storefront improvements and open space upgrades and works with DHSP to promote inclusion of children and youth with disabilities in out of school time programs.

The Commission provides information to individuals with disabilities, their families, and social service agencies about a wide range of access and disability topics. The Commission also seeks to educate Cambridge's private sector about its obligations under the Americans with Disabilities Act (ADA) and related local, state, and federal laws, and provides technical assistance and disability awareness training throughout the City, free of charge, to businesses, nonprofit agencies, schools, and faith communities. Through the provision of training and technical assistance, including site visits, the Commission supports the removal of barriers to access citywide. The Commission also administers a number of programs for Cambridge residents with disabilities, including issuing Temporary Disability Parking Permits, providing taxi discount coupons, and processing applications for accommodations for residents with disabilities unable to comply with the City's 6:00 p.m. Trash and Recycling Ordinance.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Provide training and technical assistance on ADA compliance and disability awareness to public and private entities that provide goods and services in Cambridge.**
-  2. **Improve awareness of resources for people with disabilities and access to public accommodations and transportation services in Cambridge.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	ADA trainings, technical assistance sessions, and disability awareness trainings provided to City staff, other private entities, and private sector businesses and organizations	300	302	350
2	Site visits and access surveys of Cambridge businesses completed	26	23	30
2	Responses to individual service, information, and referral requests	n/a	450	500

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$216,960	\$227,275	\$238,635
OTHER ORDINARY MAINTENANCE	\$500	\$500	\$500
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$217,460	\$227,775	\$239,135
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES - PLANNING AND DEVELOPMENT

MISSION & SERVICES

In consultation with the Human Services Commission, the Planning and Development Division works to improve services for homeless and low-income families and individuals in Cambridge. The Division manages federal, state, and local funding resources for service providers and monitors contracts to ensure the highest level of service for the community. The Division coordinates the Cambridge Continuum of Care (CoC), an integrated network of homeless service providers and stakeholders that works to create collaborative, comprehensive systems to meet the diverse needs of the Cambridge homeless population. Planning and Development staff meet monthly with representatives from agencies serving those experiencing homelessness to coordinate services, develop policy, and conduct program planning. Staff implement HUD requirements, including the annual Point-in-Time count, and coordinate agency proposals for both entitlement and competitive HUD grants, including the Community Development Block Grant (CDBG), Emergency Solutions Grant, and CoC Program Grants. The Division serves as the lead agency for the Cambridge Homeless Management Information System and the new Cambridge Coordinated Access Network through which providers use a common assessment for all unhoused individuals, prioritizing housing for those in greatest need.

In FY21, the Division will continue to work in partnership with the Police Department, Council on Aging, and BayCove Human Services to provide oversight of the Winter Warming Center. The Warming Center provides a safe, warm, and dry place for individuals who are homeless and not accessing the shelter system. Also in FY21, the Division anticipates serving additional households exiting homelessness through mainstream vouchers in partnership with the Cambridge Housing Authority.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. **Contract with local service providers through CDBG, CoC homelessness monies, and City tax dollars to support the continued socioeconomic diversity of the City.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Clients served in youth and family services programs	944	960	975
1	Clients served through domestic violence and abuse prevention programs	62	64	66
1	Clients served through linguistic minority programs	350	310	350
1	Clients served through homelessness prevention/service programs	3,792	3,900	4,000
1	Clients served through elderly and disabled service programs	453	465	490
1	Sites in food pantry network or receiving food deliveries via Food for Free	69	70	71

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$428,410	\$458,060	\$482,325
OTHER ORDINARY MAINTENANCE	\$1,314,345	\$1,471,815	\$1,694,815
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,742,755	\$1,929,875	\$2,177,140
FULL-TIME BUDGETED EMPLOYEES	3	3	3

HUMAN SERVICES - COMMUNITY LEARNING CENTER

MISSION & SERVICES

The Community Learning Center (CLC) empowers a diverse community of adult learners to transform their lives and realize their potential through education, skills development, and community participation. To accomplish its mission, the CLC offers many levels of English for speakers of other languages (ESOL) classes, and reading, writing, and math instruction for adults who need a high school diploma. For adults who want to go to college, the CLC offers the Bridge to College program in partnership with Bunker Hill Community College, to prepare students for college-level work. For residents who want to launch a meaningful career, the CLC collaborates with the Academy for Health Care Training and Just-a-Start to offer integrated education/skills training for Certified Nursing Assistant, Information Technology and Biomedical careers, as well as a pre-vocational education program to bridge the gap between students' assessed reading and math levels and training program entrance requirements. The CLC also offers civics education, citizenship preparation, and family and computer literacy programs, together with individualized education and career advising.



Students in the Level 5 ESOL class at the Community Learning Center

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Maintain a full range of adult basic education, ESOL, and citizenship classes.
2. Improve the transition from CLC programs to employment and other education and training programs.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of students served	836	851	877
1	Number of classes offered	74	75	77
1	Number of students who become U.S. citizens	12	12	13
1	Number of students who graduate from highest level education classes	43	43	60
2	Number of students advancing to skills training or post-secondary programs	47	47	49
2	Number of students graduating from CLC integrated education and training programs	44	60	86

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,050,525	\$1,186,045	\$1,222,530
OTHER ORDINARY MAINTENANCE	\$9,165	\$9,150	\$37,185
TRAVEL & TRAINING	\$0	\$0	\$2,550
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,059,690	\$1,195,195	\$1,262,265
FULL-TIME BUDGETED EMPLOYEES	8	8	8

HUMAN SERVICES - ELDERLY SERVICES & COUNCIL ON AGING

MISSION & SERVICES

The Council on Aging (COA), celebrating its 25th anniversary in October, provides a wide range of services to residents age 60 and older, as well as food pantry services to low income seniors aged 55 and older. The COA's mission is to promote and safeguard the health and independence of seniors and to provide meaningful social and recreational options that enhance their lives. COA staff provide case management and benefits counseling, as well as information and referrals for individuals and families. Staff work with partner agencies to coordinate homemaker, transportation, counseling, meals, and other support services and COA staff provide leadership on important issues facing seniors, including elder abuse, hoarding, and scams targeted at seniors. The COA operates a Senior Shuttle bus, picking up seniors and bringing them to the City's two senior centers and on scheduled shopping trips. The Citywide Senior Center and the North Cambridge Senior Center offer nearly 20 trips each year and dozens of classes and events, such as yoga, Tai Chi, chair exercise, meditation, creative writing, blood pressure clinics, men's groups, computer classes, and more to meet the evolving needs of seniors. The Food Pantry provides fresh fruits and vegetables, meats, and canned goods each week and both centers operate a meals program serving over 15,000 meals per year.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Provide comprehensive social services to Cambridge seniors and their families.
2. Operate a Social Meals program at both centers, as well as the Senior Food Pantry.
3. Offer a wide range of health, wellness, and enrichment classes and events.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of information and referral contacts with seniors, families, and community members	3,973	3,970	3,975
1	Number of seniors receiving case management and assistance on health benefits from Social Services staff	541	545	545
2	Number of seniors receiving Food Pantry services at twice-weekly pantry	986	985	990
3	Hours of health/fitness/wellness, enrichment and social events and art classes offered each month	211	210	215

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,476,660	\$1,559,145	\$1,782,500
OTHER ORDINARY MAINTENANCE	\$166,490	\$232,590	\$234,590
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,643,150	\$1,791,735	\$2,017,090
FULL-TIME BUDGETED EMPLOYEES	13	14	14

HUMAN SERVICES - MULTI-SERVICE CENTER

MISSION & SERVICES

The Multi-Service Center offers case management and support services to homeless and at-risk individuals and families, and provides permanent supported housing for 22 men at the YMCA. Case management may be brief and limited, such as helping an individual find a shelter bed for the night, or more complex depending on the needs of the individual or family. Services often include negotiating on behalf of a family facing eviction, while helping to address any underlying issues that contributed to the housing instability. Staff work closely with an array of colleagues, making referrals for legal services, financial literacy services, job search assistance, or mental health treatment as appropriate. DHSP-staffed programs are complemented by services provided on site by agencies such as Home Start, Eliot Community Human Services, Greater Boston Legal Services, Just-A-Start and MetroHousing. Haitian Services staff provide case management and immigration counseling to persons who have relocated from Haiti.



A case manager at the Multi-Service Center presenting a weekly housing search workshop

The Cambridge Coordinated Access Network is a HUD-funded program located at the Multi-Service Center. This initiative aims to make homeless services more accessible and equitable for clients by using a common assessment for all unhoused individuals and prioritizing housing for those in greatest need. The program is a partnership between the City and nonprofit outreach providers.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Provide services to homeless individuals and those at risk of homelessness.
2. Provide homeless prevention counseling and other services for homeless and at-risk families.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of clients placed in permanent housing	100	100	105
1	Number of clients maintained in current housing	89	90	92
1	Number of households receiving services, including crisis intervention, information & referral, and case management	n/a	450	475
2	Number of families placed in housing	27	28	30
2	Number of families maintained in current housing	76	77	80

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$726,810	\$750,130	\$925,980
OTHER ORDINARY MAINTENANCE	\$411,110	\$611,730	\$611,730
TRAVEL & TRAINING	\$1,180	\$1,300	\$1,300
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,139,100	\$1,363,160	\$1,539,010
FULL-TIME BUDGETED EMPLOYEES	7	7	8

HUMAN SERVICES - OFFICE OF WORKFORCE DEVELOPMENT

MISSION & SERVICES

The Office of Workforce Development (OWD) supports employment and training opportunities for hundreds of Cambridge residents each year. The Cambridge Employment Program (CEP) offers free job search assistance to adults. Cambridge Works, a transitional employment program for disengaged adults aged 18 to 35, provides participants with a temporary job as well as intensive case management, soft skills development, and job search assistance. The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth in summer jobs throughout the City and staff also collaborate with community programs and local businesses to place older teens in private sector summer jobs. The OWD coordinates a variety of career awareness and work-based learning opportunities for older teens, including an internship program with Harvard University's Union of Clerical and Technical Workers and Next Up, an intensive career exploration program for disconnected young adults. The OWD collaborates with the Cambridge STEAM Initiative to identify internships and supports high school students in a Science Research Mentoring Program at the Smithsonian Center for Astrophysics. The OWD also staffs the Youth Employment Center at CRLS and convenes the Reaching All Youth Committee, a group of service providers who meet to share resources and best practices for teens.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Provide job placement assistance, employment readiness activities, and employment and training referrals for adult residents.
2. Improve career awareness and work readiness of students and increase access to school year and summer jobs and internship opportunities.
3. Enhance experience of MSYEP and YouthWorks participants by increasing staff capacity, infusing school-to-work best practices, and creating connections to year-round programming.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of CEP job placements	128	125	128
1	Number of Cambridge Works graduates placed in jobs or training	19	20	21
1	Number of adult residents receiving employment services	306	290	295
2	Number of youth placed in work-based learning experiences, including school year jobs, internships, and service learning activities	134	150	150
3	Number of youth enrolled in MSYEP and Youth Works who receive work experience, work readiness workshops, and career readiness activities	1,040	1,000	1,040

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,087,110	\$3,189,810	\$3,545,560
OTHER ORDINARY MAINTENANCE	\$307,245	\$322,765	\$299,265
TRAVEL & TRAINING	\$4,245	\$10,500	\$10,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,398,600	\$3,523,075	\$3,855,325
FULL-TIME BUDGETED EMPLOYEES	13	13	13

HUMAN SERVICES - RECREATION

MISSION & SERVICES

The Recreation Division provides high quality, affordable, and accessible recreational opportunities for thousands of users in well designed and maintained facilities. Recreation manages citywide and neighborhood-based recreation programs and is responsible for scheduling all City parks and recreational facilities, booking over 23,000 hours of indoor/outdoor use. Recreation manages both Danehy Park, the main site of youth and adult athletic leagues and citywide cultural events like the *Danehy Park Concert Series*, and the Fresh Pond Golf Course, which operates from April to December and is fully supported by membership dues and fees. Patrons played 44,000 rounds of golf last year!



Participants in the Hip Hop dance class at the War Memorial Recreation Center

Dozens of recreational and fitness programs are offered at the War Memorial Recreation Center, including swimming lessons for hundreds of youth enrolled in summer camps. Summer 2020 will mark the re-opening of the Gold Star Pool at the King Open/Cambridge Street Upper School and Community Complex, where swimming lessons will resume for campers. Each year, staff coordinate a free Learn to Skate program for nearly 300 Cambridge elementary school children, offer free golf and other sports clinics for youth, and run summer activities for children and families at neighborhood parks, including the summer playground program, youth basketball leagues, and “Screen on the Green” movies. The Division supports sports leagues and the Girlx in Sports Commission to enhance access to sports for all youth. Extensive programming is offered for 105 children and adults with special needs, including Camp Rainbow, a seven-week summer camp.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Provide high quality swimming and recreation instruction to children and adults.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of youth participants in school year swimming classes	635	635	635
1	Number of youth participants in recreation classes	545	550	580
1	Number of adult participants in recreation and swimming classes	465	465	480
1	Number of youth participants in recreation-run sports leagues	488	488	488
1	Number of visits to recreation facilities	18,224	19,000	25,000

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,541,860	\$2,752,215	\$3,181,730
OTHER ORDINARY MAINTENANCE	\$344,145	\$363,405	\$415,905
TRAVEL & TRAINING	\$3,635	\$3,800	\$3,800
EXTRAORDINARY EXPENDITURES	\$40,000	\$40,000	\$40,000
TOTAL BUDGETED EXPENDITURES	\$2,929,640	\$3,159,420	\$3,641,435
FULL-TIME BUDGETED EMPLOYEES	12	13	13

HUMAN SERVICES - AGENDA FOR CHILDREN LITERACY AND OST

MISSION & SERVICES

The Agenda for Children is a collaboration of the Cambridge Health Alliance, community agencies, and the Police, School, Library, and Human Services Departments to enhance the successful growth of Cambridge’s children. The Agenda for Children Literacy Initiative features the *Let’s Talk!* early literacy program and campaign, which seeks to help children enter school ready to learn how to read and write by engaging community partners to promote early literacy and educating and supporting parents and caregivers. Activities include maternity ward visits, literacy home visits, parent and caregiver workshops, literacy playgroups, Born to Read packets sent to newborns, Story Walks, book distribution, the Book Bike program, support for dads, weekly literacy text-a-tip, and family childcare support groups.

The Agenda for Children Out of School Time (OST) Initiative’s mission is to convene, catalyze, and support the youth-serving community in Cambridge to increase equity, access, and innovation in sustaining the highest quality out of school time experiences. Activities to support this mission include facilitation of the OST Coalition, Quality Improvement System, Middle School Network, Family Engagement Storytelling Project, annual OST Symposium, trainings, Communities of Practice, and School OST partnership building. This work is collaboratively funded by DHSP, Cambridge Public Schools, and the Cambridge Community Foundation.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Increase OST staff capacity to offer high quality programs to children and youth.



2. Provide education and support to parents and caregivers of children birth to age five to support them as children's first and most important teachers.



OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Programs participating in the Agenda for Children OST coalition	60	65	65
1	OST staff engaged in professional development activities	317	385	400
1	Percent of Program Directors reporting increased capacity to offer high quality programs as a result of professional development	81%	85%	85%
2	Number of parents/caregivers reached by core programming	1,575	1,600	1,650
2	Number of books distributed to children, families, and staff	9,071	9,300	9,500

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$374,615	\$505,795	\$553,560
OTHER ORDINARY MAINTENANCE	\$104,955	\$102,700	\$135,750
TRAVEL & TRAINING	\$480	\$1,500	\$1,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$480,050	\$609,995	\$690,810
FULL-TIME BUDGETED EMPLOYEES	3	4	3




HUMAN SERVICES - BABY U AND CENTER FOR FAMILIES

MISSION & SERVICES

Baby University provides families with children under the age of four with an intensive 14-week family support series which includes: workshops, playgroups, home visits, and general family support. Upon completion, families are welcomed into the Alumni Association, which provides ongoing home visits, workshops, field trips, and family events. Families may continue their participation in the Alumni Association through their child’s successful transition into kindergarten.

The Center for Families provides families with children prenatal to age eight with universal strength-based parenting education and support, activities that promote the parent-child relationship, programs that promote early childhood development, home visiting, programs specifically for dads, and access to information and referrals. While the Center’s offices are in the Peabody School and a newly renovated office suite at 51 Inman St., programming is offered citywide in various housing developments, Youth Centers, and community-based agencies. To increase accessibility, the Center staff reflects the linguistic and cultural diversity of Cambridge. The staff speak 10 different languages to promote the Center’s services to English language learners, low-income families, and marginalized and isolated families.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. **Through Baby U, engage parents of very young children in an intensive program to provide them with research and best parenting practices to increase their skills and confidence.**
-  2. **Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services.**
-  3. **Enhance families' ability to access programming, especially for those families most in need of support.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of parents participating in intensive 14-week program	36	32	32
1	Percent of eligible Baby U graduates participating in Baby U Alumni Association activities	75%	75%	75%
2	Number of families participating in Center for Families programming	751	730	730
2	Number of hours of father-only programming	128	110	100
2	Number of men receiving a weekly text message that offers parenting information, and promotes involvement in their children's lives	400	375	400
3	Number of hours of outreach programming held in housing complexes and other community locations	227	250	250

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$324,775	\$396,635	\$471,040
OTHER ORDINARY MAINTENANCE	\$56,085	\$56,350	\$71,850
TRAVEL & TRAINING	\$0	\$1,280	\$1,280
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$380,860	\$454,265	\$544,170
FULL-TIME BUDGETED EMPLOYEES	0	1	2

HUMAN SERVICES - BIRTH TO THIRD GRADE PARTNERSHIP

MISSION & SERVICES

The Birth to Third Grade (B-3) Partnership is tasked with developing an easily accessed, coherent system of affordable, high-quality early education and care beginning with prenatal care and extending through third grade. The work is supported by three committees made up of a diverse and highly talented group of educational and health experts, providers, and families. In FY20, the B-3 Partnership continued its scholarship programs for three and four-year-olds from low-income families; expanded its intensive program quality improvement system for community preschool programs, assisting 88% of programs to move up in the State's Quality Rating System; supported the quality improvement program with 10 family-based providers who demonstrated enhanced quality on nationally recognized measures; and expanded free professional development workshops and a college course for teachers in Cambridge preschools.

In FY21, B-3 will work with other City and School Department leaders in expanded planning around Universal Pre-K, increase the number of low-income children supported with scholarships, significantly expand the number of community programs in the Quality Improvement System; expand providers' access to behavioral/mental health support; increase parent-child early learning opportunities; and expand racial equity work with providers and families to support positive experiences for all children and families in City and community programs.



A B-3 participant reading to their doll

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 1. Expand access to high quality preschool opportunities for three and four-year-olds from low-income families.
- 2. Enhance program quality in community-based center and family-based programs.
- 3. Increase supports to families through home visits, parenting education workshops, and play to learn parent-child activities.
- 4. Provide child development and behavioral support to family- and center-based programs to enhance program quality and child well-being.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of children receiving scholarships to high quality preschools	55	55	80
2	Number of children birth to age 5 enrolled in programs participating in Program Quality Improvement system	281	391	825
2	Number of individual educators participating in free college courses and other professional development workshops	214	275	385
4	Number of programs supported by behavioral specialists	25	28	34

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,261,740	\$1,323,935	\$1,056,915
OTHER ORDINARY MAINTENANCE	\$2,018,610	\$2,034,120	\$4,319,380
TRAVEL & TRAINING	\$4,050	\$5,960	\$5,960
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$3,284,400	\$3,364,015	\$5,382,255
FULL-TIME BUDGETED EMPLOYEES	12	13	6

HUMAN SERVICES - COLLEGE SUCCESS

MISSION & SERVICES

The College Success Initiative (CSI) is a citywide effort coordinated by the Office of College Success. CSI is a network of over 35 partner organizations including nonprofits, DHSP, higher education institutions, the Cambridge Housing Authority, and Cambridge Public Schools, working in collaboration to increase the six-year college completion rate of students who are low-income, first generation, immigrants, and students of color. CSI serves graduates of CRLS, Just-A-Start YouthBuild, and the Community Learning Center’s (CLC) Bridge to College program. CSI is overseen by a Steering Committee with representatives from each of these constituencies.

CSI is driven by a core belief that income should not be a predictor of college completion and long-term success. A critical element of the initiative is the personalized, campus-based coaching provided to students who enroll at Bunker Hill Community College (BHCC) and UMass Boston. CSI coaches support over 250 students to successfully navigate the academic, social and financial challenges that make it difficult to persist through degree completion. CSI offers professional development opportunities to increase the capacity of partner organizations to support low-income students' access and transition to college. The Office of College Success has facilitated a partnership between the CLC Bridge to College program, CRLS, and BHCC to implement curriculum alignment and to offer college-level English classes at both locations for low-income, first-generation students. The creation of culturally responsive resources for parents and students focused on financial aid and planning for the real costs of college is an ongoing goal of the initiative.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Coordinate DHSP, CRLS, nonprofit, and higher education partners to build capacity to support low-income and first-generation college students and improve students' post-secondary outcomes.**
2. **Provide personalized, campus-based coaching support to graduates of CRLS, YouthBuild, and the CLC who enroll at BHCC and UMass Boston.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of practitioners actively participating in CSI network	69	70	75
2	Number of students receiving coaching services through CSI	223	257	275




HUMAN SERVICES - COMMUNITY ENGAGEMENT TEAM

MISSION & SERVICES

The Community Engagement Team (CET) reaches out to and engages underserved Cambridge families from different cultural, racial and linguistic communities to promote their engagement in City and community resources and to develop community leadership. CET also provides technical assistance and training to local agencies on best outreach and engagement practices.

Since 2014, CET has offered the *Making Connections* training program, a seven-session outreach training program that emphasizes 20 core skills necessary to effectively engage community members in City events, programs, and services. This training program, now offered twice a year, is for anyone who wants to become proficient in community outreach and engagement, including individuals whose jobs focus on connecting residents to services.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide outreach and education to underserved English language learners and minority communities to engage families, caregivers, and children in resources and learning opportunities.
-  2. Support the participation of underserved and minority communities in City and community processes to ensure that diverse perspectives are included.
-  3. Provide training and technical assistance to City agencies and community-based organizations.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of parents contacted by outreach workers to inform them about parenting or early literacy events	807	785	800
2	Number of agencies/programs that have received CET's technical assistance, including Making Connections training to help them build their community engagement capacity and become more welcoming to underserved communities of Cambridge	45	35	35
3	Attendance by providers and community members at citywide networking events	264	250	260

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$385,145	\$419,805	\$472,190
OTHER ORDINARY MAINTENANCE	\$189,300	\$193,075	\$194,575
TRAVEL & TRAINING	\$0	\$500	\$500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$574,445	\$613,380	\$667,265
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - FAMILY POLICY COUNCIL

MISSION & SERVICES

The goal of the Family Policy Council is to develop policy and program recommendations to ensure that Cambridge is a place where children and youth are healthy, safe, educated, and civically engaged. Its membership includes the Mayor, residents, elected officials, City department heads, community and nonprofit leaders, as well as business, early childhood, philanthropic, university, and youth representation. The Council developed the *Find It Cambridge* website to make it easier for families to access information, services, and resources in Cambridge. In FY21, the Council will continue to explore ways to create a more coordinated system of care for young people with a deep focus on equity and positive math outcomes.



Cambridge Youth Council at the National League of Cities Conference in Washington D.C.

The Cambridge Youth Council includes 16 high school students who work on projects related to the Family Policy Council’s goals and topics that are of interest to young people. In FY21, Youth Council members will continue to address equity and opportunity as well as promote their Facebook and Instagram campaign called Cambridge Raw Perspectives.

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. **Develop policies and programs to make it easier for families to access information, services, and resources in Cambridge and deepen family engagement.**



2. **Increase youth engagement in the civic life of Cambridge through the creation of opportunities for youth participation.**



OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of engaged users of Find It Cambridge	32,696	38,932	46,329
2	Number of high-quality plans and events created and/or organized by the Youth Council to engage with other youth and with families	9	10	11

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$175,565	\$187,120	\$197,395
OTHER ORDINARY MAINTENANCE	\$37,910	\$62,590	\$123,680
TRAVEL & TRAINING	\$15,450	\$15,600	\$15,600
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$228,925	\$265,310	\$336,675
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - INCLUSION INITIATIVE

MISSION & SERVICES

The inclusion of children with disabilities is a priority of the City. DHSP welcomes individuals with disabilities who meet the basic eligibility requirements of the out-of-school time (OST) programs. The percentage of children with Individualized Education Plans (IEPs) currently enrolled in DHSP programs reflects or is greater than that of the Cambridge Public Schools. Inclusion Initiative staff serve as the first contact for families seeking to enroll their child who may need additional support into a DHSP program such as Community Schools, Youth Programs, Childcare, and King Open Extended Day. Program staff receive specialized training in how best to structure their programs to be inclusive in specific methods such as: positive behavior support, de-escalation, and creating inclusive environments. Individuals, either independently or with the provision of reasonable accommodations, should be able and willing to participate in group activities; understand and follow program rules; conduct themselves safely and appropriately in a group setting; and successfully transition from one activity to another. In FY21, the Inclusion Initiative will continue to coach programs on increasing their capacity to serve children in inclusive environments by using quality standards.



Afterschool yoga with friends

FY21 OBJECTIVES & PERFORMANCE MEASURES

- 1. Provide support for children with disabilities to be successfully included in DHSP OST programs.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of children with IEPs successfully participating in OST programs (summer/school year)	201/341	209/340	210/345
1	Number of Quality Improvement Action Plans developed through coaching support	16	10	15
1	Percent of children with IEPs retained in programs more than 2 years	65%	65%	68%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$774,690	\$828,385	\$965,565
OTHER ORDINARY MAINTENANCE	\$36,420	\$40,000	\$40,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$811,110	\$868,385	\$1,005,565
FULL-TIME BUDGETED EMPLOYEES	2	2	2

HUMAN SERVICES - KING OPEN EXTENDED DAY

MISSION & SERVICES

The King Open Extended Day (KOED) provides high quality, child-centered social learning and academic support to King Open students in junior kindergarten through fifth grade during the school day and after school. Enlisting and engaging families as partners with King Open faculty, KOED staff create a rich and responsive environment of learning and community that reinforces each child’s sense of identity, self-esteem, and belonging.

KOED staff utilize project-based learning curriculum delivery along with the Responsive Classroom approach to teaching practice and the Nurtured Heart approach to relationship building. Head teachers at KOED work within the King Open school day classrooms for 5-10 hours per week supporting students' academic development by facilitating one-on-one instruction, supporting classroom instruction, participating in Response to Intervention initiatives, and participating in special education support.



KOED participants

FY21 OBJECTIVES & PERFORMANCE MEASURES



1. Continue to provide high quality social skill building and afterschool programming. Continue to support students' academic development by working with King Open School faculty during the school day.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of King Open students in junior kindergarten through fifth grade enrolled in KOED	118	132	140
1	Number of students receiving individualized academic support from KOED staff at least twice a week during King Open school day classes	21	50	60
1	Development of qualitative data collection method to measure the social and emotional outcomes of children and families enrolled in KOED	n/a	50%	100%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$737,585	\$814,785	\$841,875
OTHER ORDINARY MAINTENANCE	\$54,980	\$55,355	\$56,255
TRAVEL & TRAINING	\$2,340	\$4,500	\$4,500
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$794,905	\$874,640	\$902,630
FULL-TIME BUDGETED EMPLOYEES	1	1	1

HUMAN SERVICES - STEAM

MISSION & SERVICES

The Cambridge STEAM (Science, Technology, Engineering, the Arts, and Math) Initiative is engaged in efforts to build a more cohesive system of STEAM programs and opportunities and actively supports practitioners across the city to foster quality and ensure equitable access to STEAM education from early childhood through post-secondary education and beyond. Through the collaborative efforts of DHSP, the Cambridge Public Library, and the Cambridge Public Schools, the Initiative works to ensure that:

- All residents in Cambridge will engage in quality STEAM learning experiences, regardless of economic and social barriers.
- Students will graduate with high levels of STEM literacy and 21st century skills able to be engaged and responsible citizens in an increasingly technologically-driven society.
- The local pipeline to Cambridge’s STEM workforce will reflect the diversity of the community
- Cambridge will be recognized nationally as an innovative City that is a leader in both STEM industry and STEAM education.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Create a shared understanding among all partners of quality measures for STEAM programs. Support program staff interested in deepening their expertise in delivering quality STEAM programming.
2. Expand participation of families and learners in STEAM education.
3. Increase access to quality STEAM career exploration and work-based learning opportunities for youth through partnerships with business and higher education partners

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of educators supported with professional development or coaching to enhance STEAM program offerings	157	182	224
2	Number of adults and children participating in hands-on STEAM in the Community neighborhood events	1,448	1,520	1,545
3	Number of youth participating in STEAM work-based learning opportunities, including internships	n/a	27	65

HUMAN SERVICES - CHILDCARE & FAMILY SUPPORT SERVICES

MISSION & SERVICES





The Childcare and Family Support Division offers children high quality-services that support their social and emotional development and school success in preschool and afterschool programs. Approximately 168 Cambridge preschool children ages 2.9 to kindergarten benefit from play-based early learning experiences provided in a stimulating and nurturing environment. Our preschools are highly rated and are accredited by the National Association for the Education of Young Children. In FY20, the Division implemented a new lottery system for preschool enrollment and increased scholarship funds to better serve all Cambridge families. As a result of the new, more equitable enrollment process, a significant increase in the enrollment of low income families in preschools classrooms is anticipated.

Approximately 170 Cambridge children ages 4.5 to 11 years old participate in afterschool programming five days a week, as well as in programs offered during school vacation weeks and on snow days. Programs offer developmentally appropriate, project-based learning curriculum linked to Department of Elementary and Secondary Education Curriculum frameworks. Activities are designed to improve children's personal and social development. Afterschool staff purposefully connect with school day teaching staff to provide children with individualized support.



Windsor Preschool

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Continue to offer high quality, affordable, licensed preschool and afterschool programming to a diverse population.
-  2. Provide families with parenting education and engagement to support them in raising children who thrive and succeed.
-   3. Continue to support connections between school day and afterschool staff to provide consistent support to children and families.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Percent of children receiving a subsidy or scholarship	28%	31%	45%
1	Percent of teachers remaining for more than 2 years	66%	66%	68%
2	Percent of preschool and afterschool families engaged with staff around student progress and development	83%	70%	75%
3	Number of collaborations between preschool and afterschool programs	14	12	14
3	Number of children for whom a connection is made between school day and afterschool teaching staff	111	110	110

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,969,600	\$4,516,500	\$5,496,345
OTHER ORDINARY MAINTENANCE	\$164,680	\$233,215	\$254,535
TRAVEL & TRAINING	\$14,260	\$17,950	\$21,750
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,148,540	\$4,767,665	\$5,772,630
FULL-TIME BUDGETED EMPLOYEES	29	37	48

HUMAN SERVICES - COMMUNITY SCHOOLS

MISSION & SERVICES

Twelve Community School sites provide a network of neighborhood services offering educational, cultural, social, and recreational opportunities for all ages. For school age children cost-effective afterschool enrichment classes, and vacation week and summer camps are offered. All summer camps have integrated STEAM into the curriculum and have prioritized creating specialized JK+K cohorts, which enhance social and emotional learning. Arts education includes visual and performing arts classes. DHSP partners with many organizations including the Boston Museum of Fine Arts, Boston Lyric Opera and Farrington Nature. The Community Schools have increased financial assistance to families for summer and school year programming. In FY21, the outreach plan will be expanded to better reach underrepresented families to achieve greater racial and economic diversity in Community School programs.



Let's get moving with Haggerty Community School children

Site Directors plan outings for senior citizens, and community events which introduce residents from across the city to one another. Staff focus on best practices and professional development with an emphasis on inclusion, and developmentally appropriate curriculum. In FY21, an online registration process for families will be implemented.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Continue to provide quality OST programs such as enrichment classes and summer and vacation camps.**
2. **Provide year-round programs and events for children, families, and seniors to foster community.**

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of children served citywide during the school year	1,235	1,325	1,235
1	Number of children served in summer camps	808	777	800
1	Percentage of system for equitable allocation of scholarships developed to support increased access to programs	n/a	50%	100%
2	Number of Arts in the Park events	162	175	175
2	Number of adult, family, and senior events	345	310	320

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$3,522,710	\$3,728,610	\$3,719,280
OTHER ORDINARY MAINTENANCE	\$788,770	\$1,060,340	\$1,060,340
TRAVEL & TRAINING	\$85	\$2,000	\$2,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$4,311,565	\$4,790,950	\$4,781,620
FULL-TIME BUDGETED EMPLOYEES	19	19	19

HUMAN SERVICES - YOUTH PROGRAMS

MISSION & SERVICES

The mission of Cambridge Youth Programs (CYP) is to offer diverse program services, including enrichment, relationship building, and other opportunities that enable Cambridge youth ages 9-19 to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, civic engagement, and adult life. CYP provides year-round activities for more than 1,000 youth each year. CYP operates two distinct programs at four of the Youth Centers - an afterschool program for youth in grades 4-8 and an evening Teen Program for youth in grades 9-12. One Youth Center serves teens exclusively from 2:00 to 9:00 p.m. CYP programs are designed to align with national research to promote youth development and leadership. In addition, CYP offers affordable, fun, high-quality, full-day programs during school vacation weeks and summer months. In FY21, CYP and CRLS will be working together to create Teen Success plans to ensure that all teens at CYP have a plan and support from CYP. CYP will continue to ensure that pre-teen, Middle School and teen programs all have a STEAM-based program plan. CYP will also create a new registration process to ensure equity and access are practiced in enrolling young people into the program.



Gately Youth Center middle schoolers participating in CHILL Snowboarding Program

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. Provide quality, affordable OST programs for preteens, middle schoolers (grades 4-8), and teens (grades 9-12).

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Number of 4th-8th graders enrolled in afterschool programs	424	450	450
1	Percent of 4th-8th graders who continue with programs for more than 2 years	63%	70%	70%
1	Number of staff engaged in data-driven quality improvement and professional development efforts	44	40	50
1	Number of teens engaged in specialized programs, including work-based learning and leadership development programs	147	187	150
1	Percent of young people who can identify an adult champion at CYP	n/a	72%	75%

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$2,720,300	\$3,031,350	\$3,205,480
OTHER ORDINARY MAINTENANCE	\$177,965	\$198,550	\$198,550
TRAVEL & TRAINING	\$5,810	\$6,200	\$6,200
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,904,075	\$3,236,100	\$3,410,230
FULL-TIME BUDGETED EMPLOYEES	20	21	20

LIBRARY

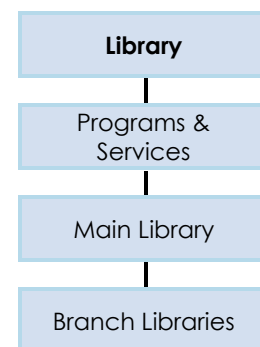
DEPARTMENT OVERVIEW

Since 1889, the Cambridge Public Library has been a vibrant place of learning and community where all are welcome to expand their horizons. Through the Main Library and six neighborhood branches, the Library operates as a unified system to offer free library services and programs to residents. The Library’s mission is to welcome all, inspire minds and empower community.

Through free collections, programs and services, the Library celebrates the cultural and intellectual vitality of the community and fosters residents’ self-development and discovery of the universe of ideas. Author events and lecture series connect Cambridge residents with world-class writers, musicians, scholars and scientists. Free courses in genealogy and family history, child development, citizenship preparation, English for Speakers of Other Languages (ESOL), computer skills, storytelling, 3-D technologies and coding inform and empower Cambridge residents. The Library is piloting circulating technology such as laptops and wi-fi hotspots for use outside the library, providing internet and technology access to individuals and families who may not be able to have them at home.

The Library’s physical locations are open a collective total of 313 hours/week – those hours will grow to 359 hours/week during FY21 with a planned major expansion of branch library hours in 2021. The Library also brings its services to locations in the community, delivering library materials to homebound individuals, conducting monthly outreach visits to senior centers and assisted living facilities, and connecting with youth and families at low-income housing sites. The Library is always open online, and its robust online resources include access to digitized one-of-a kind historic material and downloadable or streaming books, movies, music, magazines, and training.

In FY21, the Library will have opened three STEAM spaces at the Main Library: The Hive, the Library’s new makerspace; the Tech Bar, the Library’s renovated public computing area; and the Learning Lab, a STEAM teaching and learning space.



DEPARTMENT FINANCIAL OVERVIEW







FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
FINES & FORFEITS	\$77,870	\$65,000	\$65,000
INTERGOVERNMENTAL REVENUE	\$447,280	\$450,625	\$450,625
TAXES	\$10,821,120	\$11,945,115	\$15,213,695
TOTAL BUDGETED REVENUE	\$11,346,270	\$12,460,740	\$15,729,320
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$8,320,940	\$9,174,705	\$11,931,970
OTHER ORDINARY MAINTENANCE	\$2,534,615	\$3,351,415	\$3,702,200
TRAVEL & TRAINING	\$86,535	\$190,150	\$95,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$10,942,090	\$12,716,270	\$15,729,320
FULL-TIME BUDGETED EMPLOYEES	70	75	75

LIBRARY - PROGRAMS & SERVICES

MISSION & SERVICES

The Cambridge Public Library’s services and programs span seven library locations. Because the Library operates as one entity, the objectives and performance measures listed below reflect programs and services offered by the entire system. Every library location checks materials in and out, answers patron queries, offers adult and children's programs, registers new borrowers for library cards and selects new materials for collections.

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Provide library users with access to a wide range of collections and services to satisfy their needs and interests.
-  2. Offer free public programs for all ages to foster growth, learning and community.
-   3. Promote a wide range of literacies, including reading, STEAM and more, from birth through adulthood.
-   4. Increase equity, diversity and inclusion in library services by reducing barriers to access and reflecting the diversity of the community in staff and services.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Total circulation	1,683,119	1,680,000	1,700,000
1	Usage of electronic collections	654,922	660,000	660,000
1	Total holdings	417,695	445,000	445,000
1	Number of registered cardholders	90,832	90,000	90,000
1	Public computer sessions	166,766	170,000	170,000
1	Wi-fi sessions	457,994	460,000	475,000
2	Total program attendance	77,843	80,000	80,000
3	Adult literacy and ESOL program attendance	11,358	10,000	10,000
3	STEAM program attendance	4,600	6,000	7,500
3	Summer reading program attendance	13,905	12,753	14,500
4	Library cards issued through kindergarten campaign	436	434	435
4	Participation in outreach visits for children and teens	20,397	20,000	20,000
4	Participation in outreach visits for adults	1,241	1,200	1,200
4	Materials delivered to home-bound residents and senior housing	8,242	8,000	8,000

LIBRARY - MAIN LIBRARY

MISSION & SERVICES

The award winning, 103,900 sq. ft. Main Library is the largest location in the Cambridge Public Library system. The historic original building, donated by Fredrick H. Rindge, is in the Richardsonian style and was renovated by Ann Beha Architects. A contemporary wing was added in 2009, designed by William Rawn Associates. The Main Library features comfortable seating, public desktop computers and laptops, and community meeting spaces. It is open seven days a week from September through June and six days a week in July and August, offering the most in-depth selection of materials for at home and in-library use. It also offers lectures, films, author events, concerts and other educational and cultural events for the Cambridge community.



Patrons enjoying the Children's Room

All of the administrative functions of the library are housed in the Main Library, including financial operations, purchasing, human resources, facilities management, information technology, STEAM learning, acquisitions and processing of library materials, marketing, programming and outreach to children and families, teens, emerging adults, and older adults. The Library's new STEAM spaces—The Hive, Tech Bar, and Learning Lab—opened in FY20.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1.  Continue to promote active use of the Main Library as a welcoming, flexible and inviting civic space.
2.  Offer free public programs for all ages to foster growth, learning and community.

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Patron visits to Main library	553,623	550,000	550,000
1	Public use of meeting and study rooms	4,250	4,500	4,500
2	Programs offered to the community	1,299	1,300	1,300

DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$6,330,135	\$6,805,575	\$8,379,540
OTHER ORDINARY MAINTENANCE	\$2,487,090	\$3,192,535	\$3,543,320
TRAVEL & TRAINING	\$86,535	\$190,150	\$95,150
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$8,903,760	\$10,188,260	\$12,018,010
FULL-TIME BUDGETED EMPLOYEES	53	55	55

LIBRARY - BRANCH LIBRARIES

MISSION & SERVICES

The Library's six branch locations—Boudreau, Central Square, Collins, O'Connell, O'Neill and Valente—provide neighborhood-based services to residents, especially to children and families.

The intimate size of the branch libraries enables them to customize services for the unique needs of their constituents. Branch collections focus on high demand materials such as popular fiction and nonfiction and audiovisual materials. Branch staff members conduct outreach to connect with neighborhood residents through public housing developments, elementary and upper schools, and community-based organizations. Central Square Branch is home to the Library's Adult Literacy Program, which serves hundreds of community members annually. English for Speakers Of Other Languages (ESOL) classes are also offered at O'Connell Branch, O'Neill Branch and Valente Branch.

The new Valente Branch reopened in November 2019 as part of the new King Open and Cambridge Street Upper Schools & Community Complex. It will mark its first full year of operation in FY21. Work that began in FY20 on interior improvements at Central Square Branch, such as new furniture and improved lighting, will continue into FY21. The Library will add a social worker position at Central Square Branch in FY21 to help connect vulnerable residents with social services and support staff training and learning.



Expanded branch library hours on evenings and weekends will significantly increase access to library services for working individuals and families in FY21. It is anticipated that all branch locations will offer at least five days and three nights of service, and Saturday hours will be offered at three branches. Total branch library hours are anticipated to increase by 19% in FY21.

More branch library hours will mean more access to collections, more free events for all ages, more availability of branch meeting rooms, more support for student and learners, and more helpful and knowledgeable staff to assist residents.



Opening of the new Valente Branch

FY21 OBJECTIVES & PERFORMANCE MEASURES

-  1. Promote library use and support neighborhood vitality through expanded hours at branch libraries.
-  2. Increase programs for youth, families and underserved patrons at branch libraries

OBJ.	PERFORMANCE MEASURES	FY19 ACTUAL	FY20 PROJECTED	FY21 TARGET
1	Patron visits to branch libraries	418,716	425,000	475,000
1	Public use of meeting and study rooms	254	450	500
2	Programs offered to the community	1,144	1,700	2,000

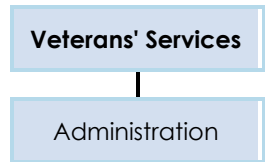
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$1,990,805	\$2,369,130	\$3,552,430
OTHER ORDINARY MAINTENANCE	\$47,525	\$158,880	\$158,880
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$2,038,330	\$2,528,010	\$3,711,310
FULL-TIME BUDGETED EMPLOYEES	17	20	20

VETERANS' SERVICES

DEPARTMENT OVERVIEW

The Veterans' Services Department provides specialized support and access to a network of benefits, services, and programming to ensure that all veterans, their survivors, and their dependents not only survive, but thrive.



The state-mandated Chapter 115 Veterans' Benefits program provides monetary aid in the form of housing assistance, medical reimbursements, and a cash benefit to qualified veterans and/or their dependents. The Veterans' Services Department disburses these benefits to ensure that no veterans or their dependents are hungry, homeless, or medically deprived. Approximately 75% of the cash benefits are reimbursed to the City by the state. The Department further assists clients with applying for federal Department of Veterans Affairs (VA) benefits and Social Security programs. The strong commitment from federal partners provided \$474,868 in benefits paid directly to Cambridge veterans and their dependents in FY19.

The Department provides specialized services and robust programming to meet the needs of the veteran community and works to engage more residents, universities, and businesses through outreach, workshops, and events. The Department takes an individualized, holistic approach to supporting the needs of veterans, from initial intake through stabilizing services. Much of the programming, offered through the Department's Veterans' Life and Recreation Center (VLRC) located at 51 Inman St., focuses on life skills, restorative therapies, alternative health and wellness, and social networking opportunities for veterans. In November, during the week of Veterans Day, the Department celebrates Veterans Appreciation Week, featuring seven days of activities and services for veterans and family members.

The Department continues to work with City staff who are veterans and offers workshops to all City staff called "Working with a Veteran." The Department also continues to collaborate with local universities to engage student veteran organizations and increase referrals from campuses. By creating relationships with universities and businesses in the City, the Department has been able to connect veterans with job opportunities and build important community connections beneficial to veterans as well as employers.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
INTERGOVERNMENTAL REVENUE	\$444,970	\$461,385	\$461,385
TAXES	\$788,310	\$870,565	\$785,235
TOTAL BUDGETED REVENUE	\$1,233,280	\$1,331,950	\$1,246,620
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$368,570	\$393,825	\$391,820
OTHER ORDINARY MAINTENANCE	\$59,560	\$64,800	\$64,800
TRAVEL & TRAINING	\$641,280	\$659,840	\$790,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,069,410	\$1,118,465	\$1,246,620
FULL-TIME BUDGETED EMPLOYEES	2	2	2

VETERANS' SERVICES - ADMINISTRATION & BENEFITS

MISSION & SERVICES

The Department is committed to providing assistance to all veterans in the City. The Department's goal is to not only provide VA and MGL Chapter 115 benefits, but to nurture collaboration and regional partnerships, build community outreach, and provide education that focuses on veteran minority populations as well as the most vulnerable in the City. The Department collaborates with national organizations and participates in regional events to promote artistic talent in the veteran community and support alternative therapies like meditation, acupuncture, and yoga. To better assist veterans and residents working with the Veterans Benefits Administration and the Veterans Health Administration, the Department began liaising with the offices of Congressman Joe Kennedy and Congresswoman Katherine Clark. A Congressional Veterans' Liaison now holds monthly office hours for Cambridge residents at the Department. This new partnership also resulted in a roundtable discussion between Representative Clark and nine residents to address concerns about housing and Aid and Attendance benefits.



Uniformed personnel in the VLRC

With a focus on inclusion, the VLRC continues to be transformative and support the development and expansion of groups such as the Cambridge Women Veterans' Organization, Foreign-Born Veterans Organization, and Another Way of Life for veterans in recovery. The Department collaborates with The Mayor's Summer Youth Employment Program to identify street signs and monuments that were missing or in need of repairs, thereby preserving the dignity and heritage of many Cambridge veterans. In partnership with other City departments, the Veterans' Services Department will continue researching veteran minority populations who were not represented in historic records and monument dedications.

FY21 OBJECTIVES & PERFORMANCE MEASURES

1. **Increase public awareness of veterans' benefits, services, and observances through the Department website, social media, and outreach.**
2. **Encourage community participation in veterans' events through value-focused outreach and tabling at City festivals. Increase service outreach to the most vulnerable in the community.**
3. **Continue developing City staff skills with an emphasis on team-building, knowledge-sharing, diversity, and inclusion.**
4. **Identify and access all available federal and state resources for eligible clients.**

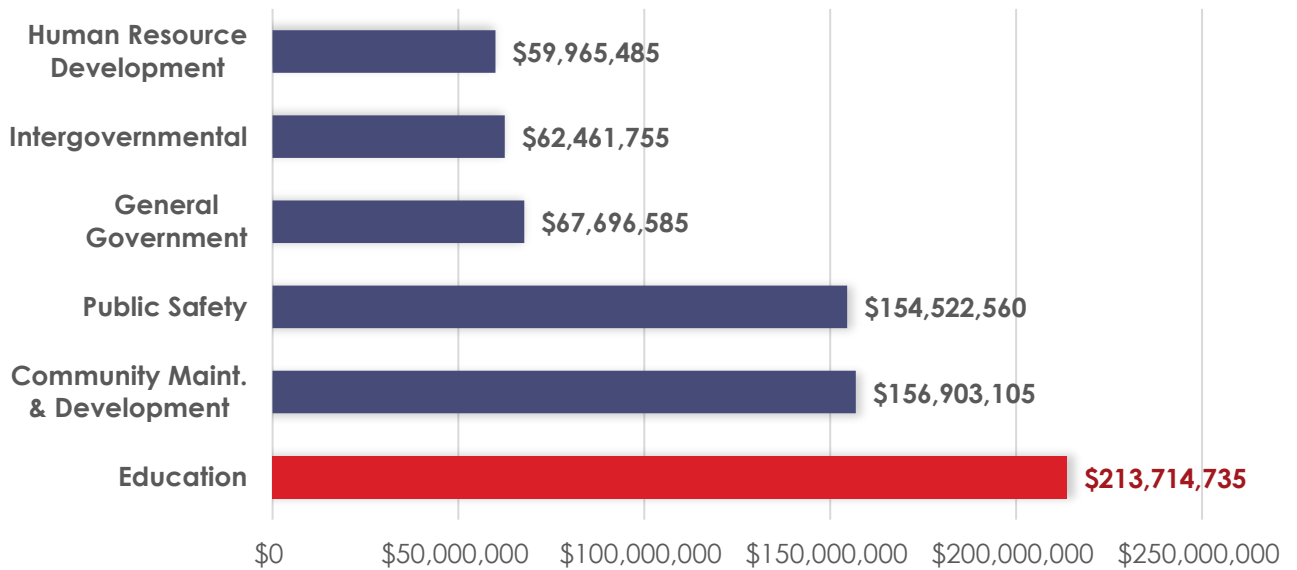
DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
SALARIES & WAGES	\$368,570	\$393,825	\$391,820
OTHER ORDINARY MAINTENANCE	\$59,560	\$64,800	\$64,800
TRAVEL & TRAINING	\$641,280	\$659,840	\$790,000
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$1,069,410	\$1,118,465	\$1,246,620
FULL-TIME BUDGETED EMPLOYEES	2	2	2

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EDUCATION

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,003,935	\$22,022,775	\$23,988,180
MISCELLANEOUS REVENUE	\$253,535	\$189,010	\$200,000
TAXES	\$168,089,560	\$178,790,310	\$189,351,555
TOTAL BUDGETED REVENUE	\$191,522,030	\$201,177,095	\$213,714,735
PROGRAM EXPENDITURES			
EDUCATION	\$190,639,825	\$201,770,255	\$213,714,735
TOTAL BUDGETED EXPENDITURES	\$190,639,825	\$201,770,255	\$213,714,735

EDUCATION

DEPARTMENT OVERVIEW

The submitted FY21 School Department budget of \$213,714,735 represents an increase of \$11,944,480 or 5.9% over the FY20 budget of \$201,770,255. The FY21 budget meets financial guidelines established by the City Manager. Detailed information on the FY21 School budget can be found on the Cambridge Public Schools (CPS) website at www.cpsd.us.

Superintendent Dr. Kenneth Salim's message for FY21 reads as follows:

We are at an important moment in the history of Cambridge Public Schools. During the last three years, we have aligned our budget proposals with the strategic objectives in the CPS District Plan. These objectives have helped us to focus resources on the most pressing priorities for district improvement: equity and access, engaging learning, the whole child, family and community partnership, and improvement.

While we have seen areas of measurable improvement in our District Plan Outcomes over this period, stubborn gaps in achievement continue to challenge our district and community. Our data analysis, survey results, and findings from the Building Equity Bridges project all point to the need to improve our systems and processes to be more transparent, inclusive and evidence-based - including throughout the budget development process.

With these concerns at the forefront, we approached the development of the fiscal year 2021 CPS budget proposal with two important goals: 1) bring budget priorities into clearer alignment with our District Plan outcomes, and 2) improve the transparency and inclusiveness of our budget development process -- taking bold and decisive steps that put our core values of equity, inclusion and belonging into action.

Decisive Action to Align Resources with Our District Plan Outcomes

CPS has seen improvements in academic outcomes in recent years. To build on those successes, and address areas of need, this budget proposes specific investments to have a measurable impact on academic outcomes through:

1. Improved instruction to support students with the greatest need
2. Prioritizing racial equity, belonging, and inclusion
3. Expanded access to engaging high school coursework and postsecondary pathways
4. More out-of-school time opportunities that support students' academic success
5. Improved use of resources through more effective evaluation
6. Increased educator diversity

In the following pages, we provide detailed descriptions of these investments and how they are strongly **focused on academic outcomes**. New investments include increased resources for literacy-focused interventions and coaching, earlier screening and support for struggling readers, review of mathematics curriculum at the elementary level, expansion of summer and Saturday programming to support students, and expanding Level-up/de-tracking efforts and access to college level coursework. The proposed budget also includes additional social workers to build staff capacity to address students' social emotional, behavioral and mental health needs.

CPS needs to accelerate these improvements for students who have the greatest need. We also know that addressing students' non-academic needs - building strong student relationships, making sure every student has a positive sense of belonging, and more effectively partnering with families - are necessary strategies to improve student learning outcomes.

We also need to address the issues of inequity that plague our system and disproportionately impact students, educators, and families of color. The equity and racial equity definitions adopted by the School Committee in August 2018 noted:

"Achieving racial equity requires proactive and continuous investment in communities of color, who have endured centuries of systemic oppression. CPS is committed to dismantling structures rooted in white privilege, to hearing and elevating underrepresented voices, and recognizing and eliminating bias."

This budget proposes a new **Office of Equity, Inclusion and Belonging** to provide needed in-house leadership and expertise to improving coordination and coherence among our district- and school-based efforts. The new office will center equity and racial equity while drawing together the related yet currently-disconnected areas of **social emotional learning, mental and behavioral health, family engagement, and school culture and climate**. It will be important to avoid creating silos between this office and other organizational functions, and to empower this office with formal authority and the resources required to be effective. We therefore propose dedicated leadership, staffing and funding for the **Office of Equity, Inclusion and Belonging**, and commit to launching a collaborative stakeholder engagement process aimed at defining priorities and action steps.

Working Towards a More Transparent and Inclusive Budget Process

In partnership with our School Committee Budget Co-chairs, this year's budget process offered stakeholders greater access to information about how resources are allocated across our schools. We developed a new format for soliciting community input from educators, staff and families. In future years, we will build on these improvements to increase the diversity of participants and more deeply analyze how existing resources, positions and programs are funded year to year. The feedback we heard from the CPS community has been shared on our website, and we have shifted the schedule to provide additional time for School Committee members to review proposed budget adjustments.

In addition to increased transparency, these process improvements have provided greater clarity and urgency around our community's shared understanding of the challenges we face and the actions needed to surmount them. As we considered all of the feedback collected through this process in light of the information gathered through other improvement and stakeholder processes, it is clear that we cannot proceed with the status quo.

In Summary

The new investments we are making will be complemented by leveraging existing resources to address student needs, with a particular emphasis on those whose needs are greatest. The *District Plan Outcomes* section of the proposed budget outlines on-going strategies to use existing resources to support students and staff.

In total, this FY21 budget is an investment of **\$213,714,730**, a **5.9%** increase over the current fiscal year. I want to acknowledge the City Manager for his commitment and ongoing support for education and the Cambridge Public Schools. He and his staff have been, and continue to be important partners in our work.

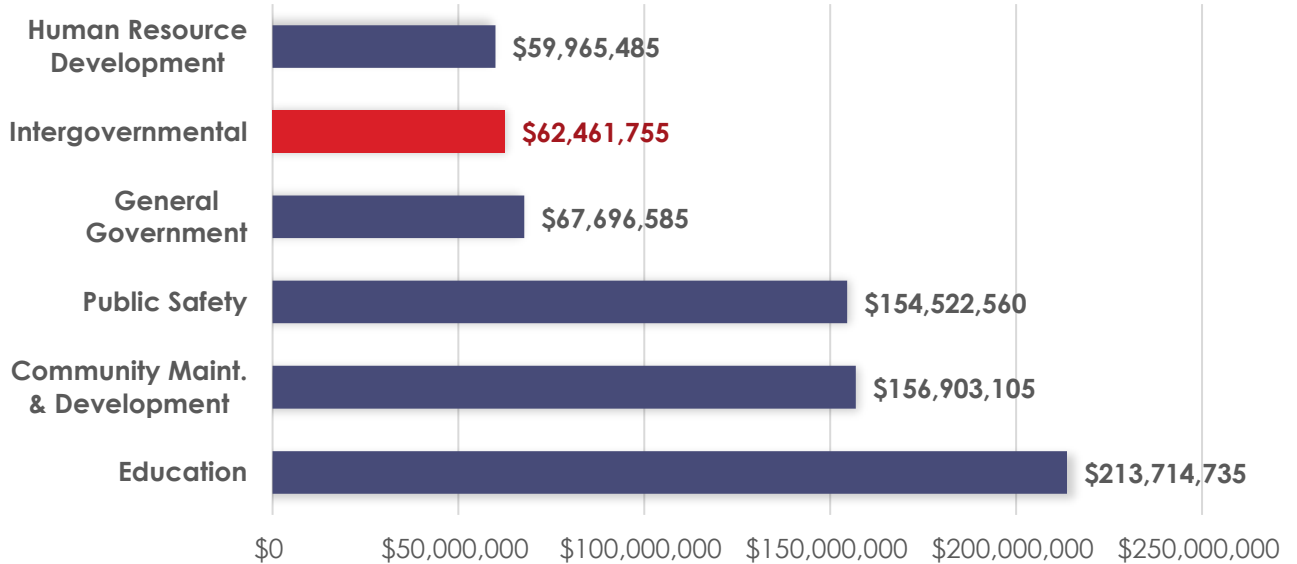
I am grateful to have the opportunity to work with CPS's school and district leaders, educators, support staff, partners, and students and families. I also deeply appreciate the School Committee's commitment and hard work to review the FY 2021 Proposed Budget and sharing their thoughtful perspectives on directing more resources to students and schools with the greatest needs. I look forward to continued dialogue and partnership with the School Committee as well as other stakeholders in our community.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$75,000	\$75,000	\$75,000
FINES & FORFEITS	\$100,000	\$100,000	\$100,000
INTERGOVERNMENTAL REVENUE	\$23,003,935	\$22,022,775	\$23,988,180
MISCELLANEOUS REVENUE	\$253,535	\$189,010	\$200,000
TAXES	\$168,089,560	\$178,790,310	\$189,351,555
TOTAL BUDGETED REVENUE	\$191,522,030	\$201,177,095	\$213,714,735
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$155,364,055	\$165,758,200	\$175,833,920
OTHER ORDINARY MAINTENANCE	\$33,793,030	\$34,646,800	\$36,303,135
TRAVEL & TRAINING	\$1,233,530	\$949,955	\$1,147,380
EXTRAORDINARY EXPENDITURES	\$249,210	\$415,300	\$430,300
TOTAL BUDGETED EXPENDITURES	\$190,639,825	\$201,770,255	\$213,714,735
FULL-TIME BUDGETED EMPLOYEES	0	0	0

INTERGOVERNMENTAL

FY21 OPERATING BUDGET – EXPENDITURES BY FUNCTION



FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 PROPOSED
CHARGES FOR SERVICES	\$26,189,550	\$27,131,330	\$27,634,400
INTERGOVERNMENTAL REVENUE	\$6,965,230	\$11,132,235	\$11,132,235
TAXES	\$24,600,090	\$24,912,115	\$23,695,120
TOTAL BUDGETED REVENUE	\$57,754,870	\$63,175,680	\$62,461,755
PROGRAM EXPENDITURES			
CAMBRIDGE HEALTH ALLIANCE	\$7,250,000	\$7,350,000	\$7,450,000
CHERRY SHEET	\$25,162,785	\$27,858,655	\$27,858,655
MASSACHUSETTS WATER RESOURCES AUTHORITY	\$25,518,530	\$26,400,680	\$27,153,100
TOTAL BUDGETED EXPENDITURES	\$57,931,315	\$61,609,335	\$62,461,755

CAMBRIDGE HEALTH ALLIANCE

DEPARTMENT OVERVIEW

The Cambridge Public Health Department (CPHD) is a municipal health agency operated by the Cambridge Health Alliance (CHA) through a contract with the City of Cambridge. CPHD has served as an important resource to residents of Cambridge since its 1996 creation as an independent public agency by special act of the legislature, Chapter 147 of the Acts of 1996. The legislation charges CHA to "perform the duties conferred or imposed upon boards of health of cities in the Commonwealth" by state law. In Cambridge, those duties are performed by CPHD. CPHD's work, policy and programs are directed by the Chief Public Health Officer, Claude A. Jacob. CHA President and CEO Assaad Sayeh, M.D. acts as the City's Commissioner of Public Health.

An integral part of CHA, the Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. The Department's main focus areas include communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, population health initiatives, regulatory enforcement, and school health. The Department plays a major role in several City initiatives, including violence prevention, the Cambridge Community Response Network, the Agenda for Children, and the Cambridge Food and Fitness Policy Council.

The Cambridge Public Health Department is one of three health departments in the Commonwealth of Massachusetts to be nationally accredited and meet rigorous national standards for delivering quality programs and services to the community. These national standards are set by the Public Health Accreditation Board (PHAB). In 2015, the health department and partner organizations developed a five-year Community Health Improvement Plan (CHIP) to determine major health priorities, overarching goals, and specific objectives and strategies that can be implemented in a coordinated way across Cambridge.

CPHD is entering the final year of its first CHIP, and is in the process of developing its next five year CHIP (2020-2024). The Department will continue its vital mission to promote disease and injury prevention through direct services and trainings, policy development, and targeted campaigns with a specific focus on addressing the underlying social and economic causes of poor health. Critical public health issues and activities for FY 21 include:

- *Mental/Behavioral Health and Substance Abuse* and continuing support and enhancing the mental, behavioral, and emotional health of all, and mitigating the impact of alcohol, tobacco and other drugs.
- *Violence* and establishing a new community norm that strives for peace and justice, and provides a comprehensive approach to address all forms of violence.
- *Healthy, Safe and Affordable Housing* that ensures a socioeconomically diverse community through the preservation and expansion of high quality, healthy, and safe housing that is affordable across income levels.
- *Healthy Eating and Active Living* by making it easy for people to improve health and well-being through healthy eating and active living.

In addition, Cambridge's Chief Public Health Officer, Claude Jacob, serves as a member emeritus of the National Association of County and City Health Officials' Council of Past Presidents, which advises the NACCHO Board of Directors. Mr. Jacob also serves on the PHAB Board of Directors.

CAMBRIDGE PUBLIC HEALTH DEPARTMENT						
	FY19 Non-Grant Budget	FY19 Grant Budget	Total FY19 Budget	FY20 Non-Grant Budget	FY20 Grant Budget	Total FY20 Budget
DESCRIPTION - DEPARTMENTAL EXPENSES						
Staffing / Personnel	\$6,306,576	\$505,530	\$6,812,105	\$6,492,869	\$439,936	\$6,932,805
Supplies	\$125,065	\$35,285	\$160,350	\$136,985	\$18,889	\$155,874
Services	\$569,844	\$82,345	\$652,189	\$609,090	\$23,654	\$632,744
Travel / Training	\$71,594	\$ -	\$71,594	\$78,308	\$3,689	\$81,997
Total Departmental Expense (1)	\$7,073,079	\$623,160	\$7,696,238	\$7,317,253	\$486,167	\$7,803,420
CHA PUBLIC & COMMUNITY HEALTH SERVICES						
Cambridge Teen Health Center	\$222,523	\$ -	\$222,523	\$288,908	\$ -	\$288,908
Healthcare for the Homeless	\$468,520	\$146,392	\$614,912	\$355,368	\$127,873	\$483,240
Institute for Community Health	\$73,333	\$ -	\$73,333	\$73,333	\$ -	\$73,333
Physician Consultation (2)	\$60,000	\$ -	\$60,000	\$60,000	\$ -	\$60,000
119 Windsor Street - 13,042 Sq.Ft. - Maintenance & Utilities Only	\$76,049	\$ -	\$76,049	\$96,539	\$ -	\$96,539
Administrative Services (IT, Human Resources, Finance & Admin) (3)	\$877,085	\$84,651	\$961,736	\$901,054	\$67,544	\$968,598
Total	\$1,777,511	\$231,043	\$2,008,553	\$1,775,202	\$195,417	\$1,970,619
TOTAL CHA PH EXPENSES (NON-GRANT)	\$8,850,589			\$9,092,455		
TOTAL CHA COMM./PH EXPENSES (4)			\$9,704,792			\$9,774,039

(1) Retiree health expense included in fringe rate. Does not include depreciation expense.

(2) Provided for pediatric, adult medicine, and occupational health consultations.

(3) Calculated at 11% of operational costs for CHA public and community health services plus health department.

(4) Includes CPHD total grant activity expense.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
TAXES	\$7,250,000	\$7,350,000	\$7,450,000
TOTAL BUDGETED REVENUE	\$7,250,000	\$7,350,000	\$7,450,000
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$7,250,000	\$7,350,000	\$7,450,000
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$7,250,000	\$7,350,000	\$7,450,000
FULL-TIME BUDGETED EMPLOYEES	0	0	0

CHERRY SHEET

DEPARTMENT OVERVIEW

The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state. The figures shown here are based on the prior year Cherry Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

Air Pollution Control (\$65,745): The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Cambridge is a member, has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety Standards.

Education (\$17,311,080): The primary component of this allocation is the Charter School Sending Tuition assessment, which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students, multiplied by the tuition rate of the sending district as calculated by the state.

Metropolitan Area Planning Council (\$59,000): This assessment finances the Metropolitan Area Planning Council, which promotes urban planning, supports regional collaboration, and responds to common urban problems of member communities.

Public Transportation (\$10,005,970): The Massachusetts Bay Transportation Authority provides bus/minibus, trackless trolley, and underground subway transportation across the City. The 30 surface routes are located within four-tenths of a mile of 95% of all Cambridge residents.

Registry of Motor Vehicles (RMV) Hold Program (\$416,860): This charge enables the City to request that the state RMV not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$481,300	\$481,300	\$481,300
INTERGOVERNMENTAL REVENUE	\$6,965,230	\$11,132,235	\$11,132,235
TAXES	\$17,350,090	\$17,562,115	\$16,245,120
TOTAL BUDGETED REVENUE	\$24,796,620	\$29,175,650	\$27,858,655
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$25,162,785	\$27,858,655	\$27,858,655
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$25,162,785	\$27,858,655	\$27,858,655
FULL-TIME BUDGETED EMPLOYEES	0	0	0

MASSACHUSETTS WATER RESOURCES AUTHORITY

DEPARTMENT OVERVIEW

The Massachusetts Water Resources Authority (MWRA) oversees the operation of metropolitan Boston’s sewer and waterworks system. Since Cambridge has its own source of water, the MWRA traditionally has had little impact on the City’s water rate. However, because the MWRA is responsible for improving existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City’s sewer service charge.

For FY21, the MWRA estimated assessment of \$27,153,100 represents a 2.8% or \$752,420 increase from the FY20 assessment of \$26,400,680. The FY21 MWRA budget amount is based on the estimate received from the MWRA and is subject to change when the MWRA adopts its budget in June 2020. The MWRA assessment accounts for 44% of the total FY21 Sewer Budget.

DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY19 ACTUAL	FY20 PROJECTED	FY21 BUDGET
CHARGES FOR SERVICES	\$25,708,250	\$26,650,030	\$27,153,100
TOTAL BUDGETED REVENUE	\$25,708,250	\$26,650,030	\$27,153,100
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$0
OTHER ORDINARY MAINTENANCE	\$25,518,530	\$26,400,680	\$27,153,100
TRAVEL & TRAINING	\$0	\$0	\$0
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$0
TOTAL BUDGETED EXPENDITURES	\$25,518,530	\$26,400,680	\$27,153,100
FULL-TIME BUDGETED EMPLOYEES	0	0	0

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PUBLIC INVESTMENT

CAPITAL BUDGETING PROCESS

The capital budget is one of the most significant components of the City's financial plan. Decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Investment Committee, which includes the Deputy City Manager; the heads of the Finance, Community Development, Budget, Police, Human Services and Public Works Departments; Chief Financial Officer of the School Department; and other City staff, meets to ensure that citywide needs are addressed in a timely and efficient manner.

The City uses its five-year financial projections for revenues and expenditures, in addition to its five-year capital plan, to formulate budget guidelines for departments. The City's FY21 projections were presented to the credit rating agencies in February 2020, prior to the bond sale.

For the FY21 capital budget process, departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved amount received in FY20. Departments that did not receive a Pay-As-You-Go appropriation in FY20 or those that wanted to increase their current funding allocation could submit a FY21 supplemental request. This process required departments to focus their priorities and produce a sustainable plan for future years.

The Capital Investment Committee submitted an FY21 Pay-As-You-Go capital budget of \$13,825,000 (\$1,600,000 for citywide projects, \$1,100,000 for E-Gov projects, \$10,000,000 for Affordable Housing, and \$1,125,000 for Participatory Budgeting projects) to the City Manager for approval.

The Budget Office periodically reviews unexpended balances contained in existing capital budgets to determine if balances can be reallocated to other areas or are sufficient to provide funding for ongoing projects. Department heads and project managers also work closely with the Finance Department in developing detailed cash flow forecasts and project schedules for capital projects that will be bonded. The Budget Office reviews arbitrage and authorized and unissued balances quarterly to make sure the City is in compliance. This process will continue throughout the fiscal year as needs arise that were not anticipated during the budget process.

IT Strategic Plan

The updated IT Strategic Plan outlines the City's information technology plan for the next three years and highlights key initiatives to improve the delivery of services to residents and the community. Implementation of the Strategic Plan guides the decision-making framework for information technology investments. This framework ensures that the City's overall portfolio of IT assets, projects, and programs allows City departments to best serve the Cambridge community.

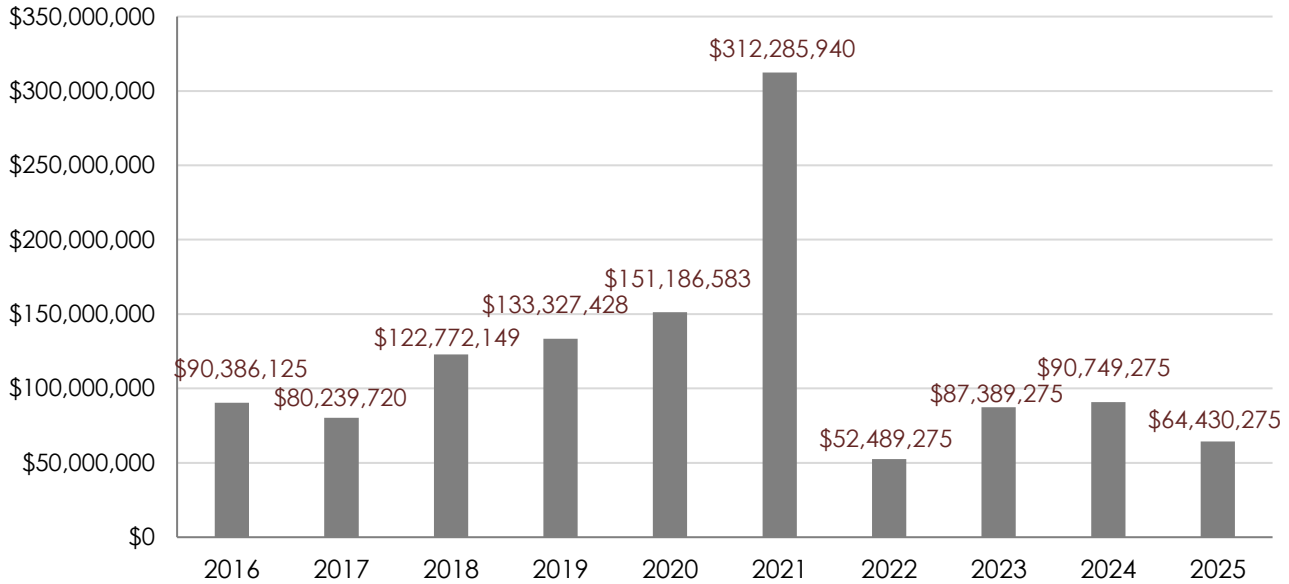
Three IT governing groups collaborate and communicate in complementary roles as part of the budget process: The **Strategy and Innovation Committee** oversees achievement of Strategic Goals, IT Strategic Plan, and value to the public, and fosters customer-centered innovation. The **Tactical and Operations Committee** ensures information, technology, and fiscal stewardship; makes budget recommendations; works to achieve operational efficiencies, IT effectiveness and citywide communication. The **Portfolio Management Group** drives project execution, prioritization and resolution; and works to deliver results and benefits.

PUBLIC INVESTMENT

HISTORICAL & PROJECTED EXPENDITURES

The graph below shows the historical and projected expenditure trends for the Public Investment Fund. Actual expenditures are reflected in FY16-19. FY20 shows expenditures as of March 31, 2020. FY21 is the amount budgeted from all funding sources. Projected expenditures are reflected in FY22-25 as per the Five-Year Public Investment Plan.

PUBLIC INVESTMENT FUND: FY16-FY25 EXPENDITURES

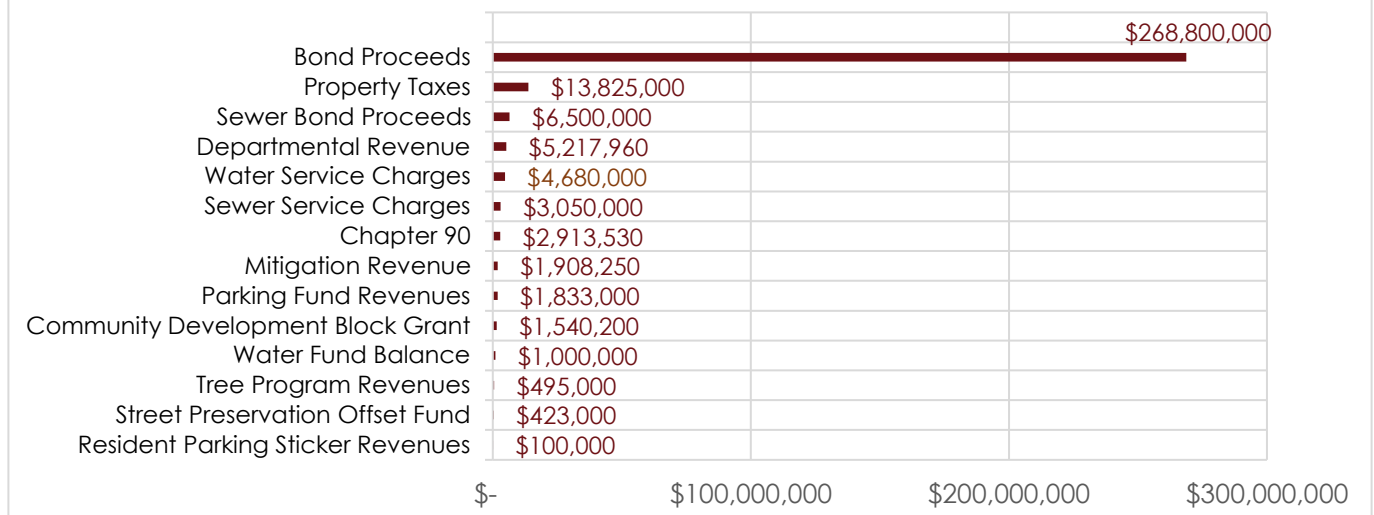


CAPITAL CALENDAR

DECEMBER 9, 2019	Briefing on FY21 budget guidelines by City Manager. Distribution of budget notebook and materials to departments. Meeting of departmental finance personnel with Budget staff.
JANUARY 15, 2020	Deadline for Capital and E-Gov Budget submission to the Budget Office.
JANUARY 23, 2020 THROUGH FEBRUARY 27, 2020	Formal department presentations of capital requests to the Capital Investment Committee.
MARCH 12, 2020	Capital Investment Committee makes recommendations to City Manager.
MAY 11, 2020	Submission of the City Manager's Budget to the City Council.
JUNE 2, 2020	Date for public hearing on FY21 Capital Budget.
JUNE 15, 2020	Projected adoption date.
JULY 1, 2020	Begin execution of FY21 allotment plans.

PUBLIC INVESTMENT FINANCING PLAN

FY21 FINANCING PLAN BY SOURCE: \$312,285,940



FY21-25 FINANCING PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$268,800,000	\$6,800,000	\$18,800,000	\$32,800,000	\$18,300,000	\$345,500,000
Chapter 90	\$2,913,530	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,913,530
Community Development Block Grant	\$1,540,200	\$1,279,645	\$1,279,645	\$1,279,645	\$1,279,645	\$6,658,780
Departmental Revenue	\$5,217,960	\$5,076,630	\$5,076,630	\$5,076,630	\$5,076,630	\$25,524,480
Mitigation Revenue	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250
Parking Fund Revenues	\$1,833,000	\$1,633,000	\$1,633,000	\$1,633,000	\$1,633,000	\$8,365,000
Property Taxes	\$13,825,000	\$14,700,000	\$15,800,000	\$17,010,000	\$18,341,000	\$79,676,000
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer Bond Proceeds	\$6,500,000	\$11,500,000	\$32,500,000	\$19,150,000	\$6,500,000	\$76,150,000
Sewer Service Charges	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
Street Preservation Offset Fund	\$423,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,223,000
Tree Program Revenues	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000
Water Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Water Service Charges	\$4,680,000	\$4,500,000	\$4,300,000	\$4,300,000	\$4,300,000	\$22,080,000
GRAND TOTAL	\$312,285,940	\$52,489,275	\$87,389,275	\$90,749,275	\$64,430,275	\$607,344,040

FY21 SOURCES OF FUNDING

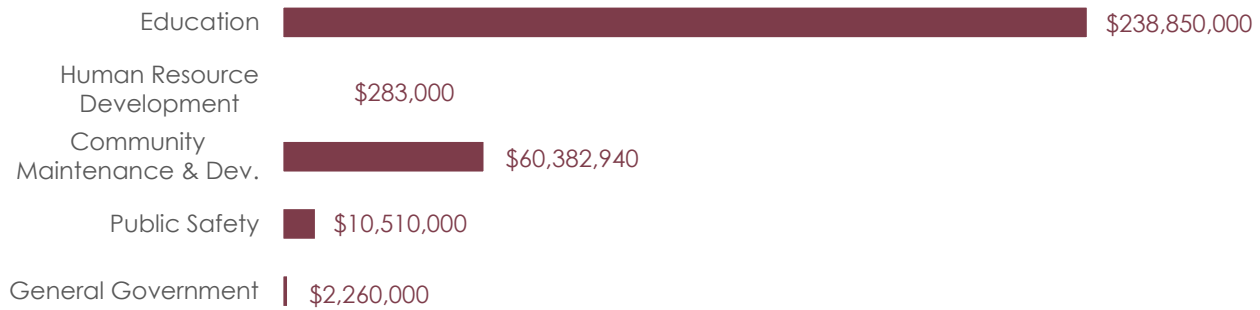
SOURCE OF FUNDING	EXPLANATION	FY21 FUNDING
Bond Proceeds	March 5, 2020, the City sold \$45,695,000 in General Obligation Bonds to finance capital projects such as the King Open/Cambridge Street Upper School and Complex renovations, Harvard Square Kiosk, Municipal Facilities Improvement Plan, School Electrical Service, School Roof and Chiller Replacement, and Street and Sidewalk reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the true interest cost of 1.0%.	\$268,800,000
Chapter 90	The State's Chapter 90 Program entitles municipalities to reimbursement of documented roadway expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects.	\$2,913,530
Community Development Block Grant	The CDBG program provides funding to ensure decent affordable housing exists and services are provided to the most vulnerable in our community, and to aid in creating jobs through the expansion and retention of businesses.	\$1,540,200
Departmental Revenue	Revenue generated from user fees at the Fresh Pond Golf Course (\$30,000), War Memorial Recreation Center (\$48,000), Cable Television (\$141,330), and Building Permits (\$4,998,630).	\$5,217,960
Mitigation Revenue	The City receives mitigation revenues from various developers as a result of commitments related to zoning ordinance amendments and special permit conditions.	\$1,908,250
Parking Revenue Fund	Revenue generated from enforcing parking regulations such as street meters, parking lots, and parking garages. Charges for annual resident parking stickers are also included. The FY21 amount of \$1,933,000 includes Parking Fund Revenues (\$1,083,000), Resident Parking Stickers (\$100,000), and TNC fees (\$750,000).	\$1,933,000
Property Taxes	An appropriation of current property tax revenues to fund capital improvements as opposed to incurring debt to cover the costs.	\$13,825,000
Sewer Bond Proceeds	Sewer Bond Proceeds-Sewer Bond Proceeds are supported by sewer service charges. Sewer Bonds finance sewer reconstruction such as Huron and Concord Avenue and the Harvard Square surface improvements.	\$6,500,000
Sewer Service Charges	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 6.3% for FY21. Charges cover 100% of operating and capital expenditures.	\$3,050,000

FY21 SOURCES OF FUNDING

SOURCE OF FUNDING	EXPLANATION	FY21 FUNDING
Sewer Service Charges	Revenues generated by sewer usage. The sewer rate reflects a rate increase of 6.3% for FY21. Charges cover 100% of operating and capital expenditures.	\$3,050,000
Street Preservation Offset Fund	A permit fee is charged to contractors that are opening and completing work in order or under a municipal street, sidewalk, public right of way, or public easement. Each permit holder is responsible for restoration. The funds are intended solely to reimburse the City for costs incurred for permitting and restoring openings in municipal street, sidewalks, public rights of way, and public easements.	\$423,000
Tree Program Revenues	Revenue from the Tree Fund associated with the Tree Ordinance.	\$495,000
Water Fund Balance	The excess of assets over liabilities and reserves. The Water Fund Unrestricted Fund Balance is projected to be \$12,009,438 as of June 30, 2020.	\$1,000,000
Water Service Charges	Revenues generated by water usage. The water rate reflects a 0% rate increase for the consumption period from April 1, 2020 through March 31, 2021. Charges cover 100% of operating and capital expenditures.	\$4,680,000
TOTAL FUNDS FROM ALL SOURCES		\$312,285,940

PUBLIC INVESTMENT APPROPRIATION PLAN

FY21 APPROPRIATION PLAN: \$312,285,940



FY21 - 25 APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
General Government	\$2,260,000	\$2,135,000	\$2,135,000	\$2,135,000	\$2,135,000	\$10,800,000
Public Safety	\$10,510,000	\$1,488,000	\$1,310,000	\$1,310,000	\$1,310,000	\$15,928,000
Community Maintenance and Development	\$60,382,940	\$46,736,275	\$81,856,275	\$85,216,275	\$58,897,275	\$333,089,040
Human Resources and Development	\$283,000	\$280,000	\$238,000	\$238,000	\$238,000	\$1,277,000
Education	\$238,850,000	\$1,850,000	\$1,850,000	\$1,850,000	\$1,850,000	\$246,250,000
GRAND TOTAL	\$312,285,940	\$52,489,275	\$87,389,275	\$90,749,275	\$64,430,275	\$607,344,040

FY21 PUBLIC INVESTMENT PROJECTS






PROJECT NAME	PROJECT CODE	FY21 AMOUNT
GENERAL GOVERNMENT		
Finance: E-Gov Projects	FN21660	\$1,100,000
Finance: Participatory Budgeting	PB21500	\$1,125,000
Public Celebrations: Public Art Conservation Program	PC21507	\$35,000
GENERAL GOVERNMENT TOTAL		\$2,260,000
PUBLIC SAFETY		
Electrical: Streetlight Pole Replacement	EL21001	\$60,000
Fire: Fire Station Renovations	FI21539	\$9,000,000
Traffic: Meter Technology Improvement Program	TR21523	\$300,000
Traffic: Parking Garage Restoration and Improvements	TR21518	\$500,000
Traffic: Traffic Signal Program	TR21512	\$350,000
Traffic: Vision Zero Safety Improvements Fund	TR21524	\$300,000
PUBLIC SAFETY TOTAL		\$10,510,000
COMMUNITY MAINTENANCE AND DEVELOPMENT		
Cable TV: Media Arts Studio Upgrade	CT21503	\$141,330
CDD: Economic Development - Biomedical Career Training Program	CD21712	\$99,000
CDD: Economic Development - Microenterprise Workshops	CD21729	\$82,000
CDD: Economic Development - Small Business Enhancement & Interior Access Programs	CD21699	\$91,500
CDD: Economic Development - Storefront Improvements Program	CD21687	\$200,000
CDD: Housing - Affordable Housing Preservation & Development	CD21674	\$14,998,630
CDD: Housing - Affordable Housing Project Development	CD21972	\$110,555
CDD: Housing - Home Improvement Program	CD21735	\$464,895
CDD: Housing - Housing Mediation Program	CD21835	\$130,000
CDD: Housing - Housing Rehabilitation Assistance Program	CD21614	\$337,250
CDD: Housing - Tenant Organizing Services	CD21801	\$75,000
CDD: Sennott Park Renovations	CD21973	\$150,000
CDD: Transportation - Electric Vehicle Charging Infrastructure	PW21841	\$100,000
CDD: Transportation - Bicycle Parking Program	CD21848	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	CD21955	\$33,000
CDD: Transportation - Bicycle Spot Improvements	CD21954	\$25,000
CDD: Transportation - Bus Stop Improvements	CD21953	\$25,000
CDD: Transportation - Traffic Calming	CD21592	\$300,000
Public Works: Buildings - Energy Efficiency Projects	PW21781	\$100,000
Public Works: Buildings - Flooring & Furnishings	PW21622	\$100,000
Public Works: Buildings - Municipal Facilities Improvement Plan (MFIP)	PW21625	\$16,000,000
Public Works: Cemetery Space Optimization and Beautification	PW21926	\$100,000
Public Works: Harvard Square Kiosk and Plaza Additional Safety Improvements	PW21927	\$1,908,250
Public Works: Parks - Park Play Area Shade Structures	PW21829	\$85,000
Public Works: Parks - Park Surfacing Restoration Program	PW21830	\$100,000
Public Works: Parks - Park Water Conservation Program	PW21811	\$100,000
Public Works: Parks - Recreational Hard Surface Restoration	PW21849	\$165,000
Public Works: Sewer/Stormwater - Capital Repairs Program	PW21793	\$6,000,000

FY21 PUBLIC INVESTMENT PROJECTS

PROJECT NAME	PROJECT CODE	FY21 AMOUNT
Public Works: Sewer/Stormwater - Climate Change	PW21831	\$500,000
Public Works: Sewer/Stormwater - Remedial Construction	PW21599	\$3,050,000
Public Works: Streets - Complete Streets Reconstruction	PW21595	\$8,486,530
Public Works: Trees - Emerald Ash Borer Treatment	PW21804	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	PW21619	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	PW21819	\$495,000
Water: Fresh Pond Master Plan Implementation	WA21534	\$250,000
Water: Granular Activated Carbon Filter Media Replacement	WA21587	\$1,400,000
Water: Hydroelectric Renewable Energy Generation	WA21588	\$250,000
Water: PC Upgrades	WA21578	\$20,000
Water: Reservoir Facilities Improvements - Upcountry	WA21562	\$225,000
Water: Reservoir Gaging Weather Station Maintenance	WA21581	\$205,000
Water: Water Facility Upgrades	WA21579	\$78,000
Water: Water Meter Replacement	WA21569	\$200,000
Water: Water Treatment Plant Equipment & Systems Upgrades	WA21555	\$899,000
Water: Water Works Construction	WA21543	\$2,000,000
Water: Watershed Consulting Services	WA21531	\$53,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL		\$60,382,940
HUMAN RESOURCES AND DEVELOPMENT		
Human Services: Danehy Park Bench and Table Replacement	HS21534	\$50,000
Human Services: Danehy Park Maintenance	HS21522	\$50,000
Human Services: Disability Commission ADA Accessibility Improvements	PW21598	\$50,000
Human Services: Fresh Pond Golf Course Improvements	HS21509	\$30,000
Human Services: Human Services Buildings Repairs	HS21530	\$30,000
Human Services: War Memorial Recreation Center Maintenance	HS21521	\$48,000
Library: Main Library Building Repairs	LB21518	\$25,000
HUMAN RESOURCES AND DEVELOPMENT TOTAL		\$283,000
EDUCATION		
School: Building Repairs and Replacement	SC21934	\$1,800,000
School: Furniture Replacement	SC21938	\$50,000
School: Tobin Montessori and Vassal Lane Upper School	SC21943	\$237,000,000
EDUCATION TOTAL		\$238,850,000
GRAND TOTAL		\$312,285,940

GENERAL GOVERNMENT

FINANCE: E-GOV PROJECTS





FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The IT Strategic Plan Tactical Operations Committee recommends that the City invest \$1,100,000 in information technology Capital projects that will focus on supporting technical infrastructure initiatives such as maintenance of the City and Public Safety network, firewall, data center server equipment, Wifi and VoIP services, and all PC and Peripheral devices. It is anticipated that additional projects will be submitted to the City Council in the Fall of 2020 for appropriation.</p>						
IMPACT ON OPERATING BUDGET						
<p>The maintenance agreements that support these non-discretionary technical infrastructure projects are included in ITD and Public Safety Operating budgets.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$5,500,000
GRAND TOTAL	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$5,500,000
FY22-FY25 FUNDING						
<p>The City plans to use FY22-FY25 funding for continued maintenance of, both City and Public Safety, non-discretionary technical infrastructure initiatives. This funding includes maintenance and upgrade of network, firewall, data center server equipment, Wifi and VoIP services and all PC and Peripheral devices.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
   			<p>In the FY20 budget, the City appropriated \$1.1M for IT Initiatives. These funds supported the upgrade of staff computer equipment, AV enhancements, firewall, and server replacements. During FY20, additional appropriations of \$649,200 were approved to implement Cartegraph to maintain capital investments for DPW, Main Library lecture hall AV upgrades, radio frequency security gates at library branches, BEUDO compliance and data management platform for CDD, and an automated digital investigation and evidence management software for Police.</p>			

GENERAL GOVERNMENT

ADDITIONAL PROJECT INFORMATION		
DEPT.	E-GOV PROJECT AND DESCRIPTION	FY21 FUNDING
ITD/PSIT	<i>PC Replacement for Public Safety and CoC:</i> To enable City employees to use the latest technology, PC hardware must be refreshed regularly. The City runs on a 5 year replacement cycle for most PCs. This figure also includes laptops and handheld devices the field work.	\$375,000
ITD	<i>Printers replacement for CoC:</i> Replacement of printers on a 5-year plan to remove old problematic hardware and replace with new multifunction units.	\$53,000
PSIT	<i>Printers replacement for Public Safety:</i> Replacement of printers on a 5-year plan to remove problematic hardware and replace with new multifunction units.	\$20,000
ITD	<i>Virtual Machine Refresh CoC:</i> Replacement of VM physical hardware occurs on a 5 year rotation.	\$50,000
PSIT	<i>Virtual Machine Refresh Public Safety:</i> Replacement of VM physical hardware phased over 3 years.	\$75,000
ITD	<i>Storage Refresh Public Safety:</i> Upgrade/Increase storage hardware for VMs.	\$75,000
PSIT	<i>Storage Refresh Public Safety:</i> Upgrade/Increase storage hardware for VMs.	\$145,000
ITD	<i>Wireless Refresh for the City:</i> Phased over 3 years.	\$37,000
ITD	<i>AV Upgrades for the City:</i> Audio-Visual upgrades to replace problematic or outdated equipment throughout the City Buildings.	\$85,000
PSIT	<i>AV Upgrades for Public Safety:</i> Audio-Visual upgrades to replace problematic or outdated equipment throughout the Public Safety Buildings.	\$70,000
PSIT	<i>Police Interview Recording equipment refresh:</i> Upgrade phased over 2 years	\$40,000
PSIT	<i>UPS Maintenance for Public Safety Battery Backup:</i> This is to replace a portion of batteries every year in the Public Safety data centers. These batteries have a limited life and need to be constantly replaced to ensure proper functioning of the battery backup.	\$75,000
TOTAL FY21 E-GOV FUNDING		\$ 1,100,000


GENERAL GOVERNMENT

FINANCE: PARTICIPATORY BUDGETING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>7,602 Cambridge residents age 12 and older voted in the City's sixth Participatory Budgeting (PB) vote in December 2019. Over 1,600 project ideas were submitted and \$1,125,000 in FY21 capital funds will be allocated to the eight winning projects. The winning projects as follows: Close the Canopy (\$200,000), Water Bottle Filling Stations for the Major Squares (\$150,000), Laundry Access in Public Schools (\$50,000), Pedestrian-Controlled Crosswalk Lights (\$150,000), Extend Outdoor Wifi (\$50,000), Make the City Bloom with a Habitat Corridor (\$75,000), Keeping Cambridge Clean (\$100,000), and Public Bathroom (\$350,000). More project details can be found online at pb.cambridgema.gov.</p>						  
IMPACT ON OPERATING BUDGET						
<p>The Budget Office's operating budget includes funds to hire two PB interns each year and support PB implementation costs (outreach materials, T-shirts and food for volunteers, translation of voting materials, PB website and online idea collection map hosting fees, etc).</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000
GRAND TOTAL	\$1,125,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,125,000
FY22-FY25 FUNDING						
<p>The City expects Participatory Budgeting funding to be \$1,000,000 per year beginning in FY22.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Residents voted to spend \$3,626,000 in FY16-20 capital funds during the first five PB cycles. The 33 winning projects from those cycles include trees for a cleaner, greener Cambridge, protective gear for the health and safety of our firefighters, water fountains in every park, rain gardens for resiliency, upgrade of the Gately Youth Center, and many others.</p>			

GENERAL GOVERNMENT

PUBLIC CELEBRATIONS: PUBLIC ART/PERCENT-FOR-ART PROGRAM

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>Implemented via City Ordinance, the Public Art/Percent-for-Art Program requires that one-percent of the construction costs on municipal Capital investment be designated for use in developing site-responsive public artwork. As the first city in the Commonwealth to implement this innovative program, Percent-for-Art outcomes operate with a core focus on increasing the quantity, quality, and overall awareness of art in the city’s public realm. Since 1979, Cambridge Arts has overseen the creation and development of more than 200 durable artworks, which are located in every neighborhood of the city. These artworks can be found in city-owned buildings and locations such as youth and senior centers, schools, libraries, parks, plazas and on streets and sidewalks. Artworks sited through this program engage directly with their surroundings to create, enrich, or reveal a sense of place. Each artwork is created in active response to the character and history of its location and reflects the dynamic and creative exchange between professional artists, residents, and the broader community.</p>	
IMPACT ON OPERATING BUDGET	
<p>There is limited impact on the operating budget as the collection expands.</p>	
FY22-FY25 FUNDING	
<p>On-going funding for the Public Art/Percent-for-Art Program allows for this program to continue and ensures that artists continue to be prioritized and commissioned to work as part of the public design process for municipal improvement projects. The resulting artworks provide an opportunity for residents and members of the public to be connected to and better understand and appreciate how Capital investment benefits the lives of residents and the community.</p>	
PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>Recent funding for the Public Art/Percent-for-Art Program supported the community-driven artist selection process and commissioning for projects such as the Nineteenth Amendment Centennial Memorial Project at the Cambridge Common, the Universal Design Playground at Danehy Park, the King Open Cambridge St. Upper School campus, the Port Infrastructure Project and FLOW Grant Program for the Port Neighborhood, the Foundry Redevelopment Project, Grand Junction Path, Inman Square Redesign Project, Glacken Field Renovation Project, River St. Reconstruction Project, and the Tobin School Reconstruction Project.</p>



GENERAL GOVERNMENT

PUBLIC CELEBRATIONS: PUBLIC ART CONSERVATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Each year, approximately 240 artworks in the City-owned public art collection receive routine assessment, cleaning, and maintenance. In addition, more extensive maintenance is done for artworks that have eroded or been damaged due to time, environmental stressors, or other factors. During the colder months, significant work is done to manage detailed project-based information, image and video files that document the conservation efforts, and the database that contains the collection care information and history. Together, this work ensures that the public art assets owned by the City are consistently well-maintained and contribute positively and safely to the experience of the Cambridge community.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Allocating capital funds for conservation and preventative maintenance of public art should reduce the amount of emergency repair and maintenance the City has to perform with operating funds.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
GRAND TOTAL	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
FY22-FY25 FUNDING						
<p>Funding for the Public Art Conservation Program in FY22-25 allows for this work to continue and ensures that the basic needs of the artwork and public safety are met on an annual basis. This support also allows for staff to prioritize and address the more significant conservation and maintenance issues that occur as artworks age over time or involve more complex materials and technology.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 funding covered assessments and routine maintenance of artwork in parks, schools, libraries, fire stations, and senior centers in the city. Program staff also provide response and maintenance connected to seasonal and weather-related damage that may occur to artworks in the City collection. More significant restoration and preventative maintenance was conducted on sculptures at Danehy Park and in the Walter J. Sullivan Water Treatment Facility, King Open Cambridge St. Upper School, Clarendon Park, Rindge Field adjacent to the Peabody School, Dana Park, Brookline Ave Mosaics and CRLS.</p>			

PUBLIC SAFETY

ELECTRICAL: STREETLIGHT POLE REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project replaces the original steel streetlight poles with aluminum poles. These poles were acquired from N-Star in 2004. A 2019 audit found that of the 1289 poles, 384 are aging steel poles in various need of replacement.</p>						
IMPACT ON OPERATING BUDGET						
<p>By setting aside funds to replace aging steel streetlight poles, the City will reduce the time spent maintaining the existing poles as well as ensuring public safety for citizens.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
GRAND TOTAL	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
FY22-FY25 FUNDING						
<p>Future funding will aid in the continuous replacement of aging steel poles across Cambridge.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>There was no FY20 funding for this project.</p>		

PUBLIC SAFETY

FIRE: FIRE STATION RENOVATIONS

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY21, Lexington Avenue Firehouse (Engine 9) and River Street Firehouse (Engine 6) will begin the construction phase of their renovations. This work includes, but is not limited to, interior and building system upgrades, HVAC replacement, and envelope repair. Approximate construction costs are \$5,000,000 for Engine 9 and \$4,000,000 for Engine 6.</p>	<p style="text-align: center;">\$</p> <p style="text-align: center;">🚒</p>

IMPACT ON OPERATING BUDGET

Upon completion of the projects, required maintenance costs will be reduced significantly.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$9,000,000	\$0	\$0	\$0	\$0	\$9,000,000
GRAND TOTAL	\$9,000,000	\$0	\$0	\$0	\$0	\$9,000,000

FY22-FY25 FUNDING

There is no additional funding required based on current estimates.



PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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In FY20, an appropriation of \$700,000 from Free Cash was approved to begin the design of improvements. Pictured left is Engine 9.

PUBLIC SAFETY

POLICE: BODY ARMOR REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Police Department replaces lifesaving body armor (protective vests) for its police officers in accordance with departmental policies, procedures, and collective bargaining agreements. The useful life of such vests worn regularly is five years.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$0	\$178,000	\$0	\$0	\$0	\$178,000
GRAND TOTAL	\$0	\$178,000	\$0	\$0	\$0	\$178,000
FY22-FY25 FUNDING						
<p>In FY17, the department replaced approximately 200 vests purchased in 2012. The Department is seeking to replace approximately 185 vests in FY22 in order to remain in compliance, and on the necessary rotational cycle.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY17, the Department replaced approximately 200 of the vests purchased in 2012.</p>			

PUBLIC SAFETY

TRAFFIC: METER TECHNOLOGY IMPROVEMENT PROGRAM

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY21 the department plans to expand the smart meter pilot program to replace conventional single space meters with newer IPS meters in high demand areas. The new technology will allow customers to pay with coins and credit cards, allowing Traffic, Parking & Transportation (TP&T) to manage its parking supply and pricing more efficiently.</p>	<p>\$</p>

IMPACT ON OPERATING BUDGET

The Meter Technology Improvement Program will provide better management data on cash collection reconciliation and will help increase revenue by facilitating dynamic meter pricing. The introduction of new single space smart meters will enable the City to be more efficient in servicing and maintaining meters based on their electronic reporting system. In the short term, the Department will be able to save on spare part costs for the maintenance of older mechanical meters by salvaging existing meter parts from meters that have been replaced by smart meters. The smart meter equipment will have operating cost impacts associated with data communication and credit card fees.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000

FY22-FY25 FUNDING

Future funding will be used to replace obsolete single-space conventional meters with newer equipment until the full “fleet” of meters has been upgraded.



PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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In FY20 the Department replaced 21 T2 multi-space pay stations that were at the end of their life cycle with newer IPS machines.




PUBLIC SAFETY

TRAFFIC: PARKING GARAGE RESTORATION AND IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Traffic, Parking & Transportation Department (TP&T) plans to supplement FY21 funds with existing capital budget balances to pay for expenses related to the parking garage capital repairs. These repairs include concrete repairs at select locations, floor and drain line replacement, membrane waterproofing, and the need for an elevator replacement. TP&T hired Walker Consultants to help address existing repair and enhancement needs. The repairs to the First Street Garage will be coordinated with the completion of the East Cambridge Courthouse, given the lease of 270 parking spaces to that project.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>Capital improvements at the parking garages help to minimize spending on garage repairs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
GRAND TOTAL	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,700,000
FY22-FY25 FUNDING						
<p>Future year funding will be used to undertake parking garage repairs as needed each year. By spending \$500,000 in FY21 and \$300,000 through FY25, necessary capital repairs will be completed at the Green Street and First Street garages.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>During FY20 Walker Consultants performed a Condition Appraisal for both garages and provided its recommendation for repairs which included selective plumbing, concrete, masonry and waterproofing repairs. Preparation of Construction documents and Bid Package for a Year-1 Repair Program for the garages is underway. The First Street Garage Phase 1 Lighting upgrade project was completed where new LED lighting fixtures were installed throughout the garage, decreasing energy consumption and costs.</p>			



PUBLIC SAFETY

TRAFFIC: TRAFFIC SIGNAL PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$350,000 will be used to upgrade and modernize traffic signal systems. Improvements will include equipment cabinet and controller upgrades, cabling and conduit installation, accessible pedestrian signals, pole-mounted push button upgrades, rapid flashing beacons, wired and wireless connectivity for traffic signals, loop, microwave, and video detection for vehicles and bicycles, and permanent count stations to track vehicle and bicycle volume trends. As the Department continues to implement the City’s Vision Zero program, design services for new signals, traffic signal modifications and new signal equipment will be needed to align with this critical City initiative.</p>						 
IMPACT ON OPERATING BUDGET						
Upgrades will minimize maintenance and repair costs in the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
GRAND TOTAL	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
FY22-FY25 FUNDING						
<p>Future year funding will be used for traffic signal system improvements with specific projects to be determined each year. The Department has developed a capital expenditure plan that lays out the funding priorities for the coming years.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>TP&T made changes to signalized intersections of Mass Ave, Somerville Ave, White St, Upland Rd, and installed new signals at Broadway and Ellery St. In the previous condition, Broadway was free-flowing, while Ellery Street southbound was stop controlled. Road users reported frequent angle crashes at the intersection which was supported by crash data from the Cambridge Police Department. The installation of the traffic signals assigned a clear right of way for approaching bicycle and vehicular traffic and made it easier for pedestrians to cross all legs of the intersection with a walk indication instead of relying on motorists to yield.</p>			



PUBLIC SAFETY

TRAFFIC: VISION ZERO SAFETY IMPROVEMENTS FUND

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$300,000 will be used to fund small and medium size capital improvement projects to improve traffic safety and support the City’s Vision Zero Initiative to eliminate traffic fatalities and serious injuries. The funds will be used to make spot improvements at locations that will increase safety for vulnerable road users including people who walk, bike, and take transit. Typical projects may include pedestrian refuge islands or curb extensions, bicycle signals, floating bus stops, or speed feedback signs.</p>						
IMPACT ON OPERATING BUDGET						
<p>This item will have minimal impacts on the Department’s operating budget. Signal equipment, such as bicycle signals, will be maintained using existing operating funds. Additional operating impacts are not anticipated.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY22-FY25 FUNDING						
<p>Future funding will continue to target capital safety improvements aimed at eliminating traffic fatalities and serious injuries. The capital funds will be used to supplement and upgrade quick-build safety projects, targeted interventions at locations where data indicates safety problems exist, and to introduce new safety measures.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Plans are underway to deploy speed feedback signs in support of the lower speed limits implemented on all primarily local access roadways. Using the FY20 budget of \$300,000, select locations on the quick-build separated bike lane network have been identified for spot capital improvements for pedestrian and bus stop safety.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CABLE TV: MEDIA ARTS STUDIO UPGRADE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In order to remain consistent with current production and broadcast standards, 22-CityView will continue to upgrade the Media Arts Studio facility to include LED lighting on the production grid. We will also replace some of the studio furniture, and explore the use of modular production sets that will allow for a number of set configurations.</p>						
IMPACT ON OPERATING BUDGET						
<p>Maintenance and repair costs may increase with equipment over time.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$141,330	\$0	\$0	\$0	\$0	\$141,330
GRAND TOTAL	\$141,330	\$0	\$0	\$0	\$0	\$141,330
FY22-FY25 FUNDING						
<p>Current cable license agreement expires in FY21.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding of \$141,330 was used to upgrade studio equipment.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - BIOMEDICAL CAREER TRAINING PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$99,000 of CDBG funds will support 9 low-moderate income students in the Biomedical Career Training Program. This is a nine-month certificate program that provides academic, and lab instruction to Cambridge Neighborhood Revitalization Strategy (NRS) area residents to prepare them for entry level biotech jobs such as lab technicians, manufacturing technicians, and animal care technicians at local life science companies, universities, research institutions, clinical laboratories and hospitals. This program provides an economic opportunity to the eligible residents who participate in the program.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
GRAND TOTAL	\$99,000	\$99,000	\$99,000	\$99,000	\$99,000	\$495,000
FY22-FY25 FUNDING						
<p>Depending on Federal funding levels, it is expected that \$99,000 in future allocations will be used to continue offering training opportunities to eligible NRS residents.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>\$99,000 was used in FY20 to support Biomedical Career Training Program activities. Pictured left is the graduating class.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - MICROENTERPRISE WORKSHOPS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation \$82,000 of CDBG funds will support the Business Development Services program for Cambridge businesses, the 10-week business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program. The programs will provide business development workshops and counseling services to new and emerging income-eligible entrepreneurs in Cambridge. This program provides economic empowerment and growth to the residents and business owners who participate in the programs.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	\$410,000
GRAND TOTAL	\$82,000	\$82,000	\$82,000	\$82,000	\$82,000	\$410,000
FY22-FY25 FUNDING						
Depending on Federal funding levels, it is expected that \$82,000 in future allocations will be used to continue offering these business development workshops, 10-week business planning program, Small Business Coaching Program, and the Cambridge Entrepreneurship Assistance Program.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, funding supported microenterprise training workshops in topics such as: Search Engine Optimization, Google Analytics, WordPress for Beginners, Creating a Powerful Business Pitch, and Social Media Strategy. Funding also supported two rounds of the 10-week business planning course and the Small Business Coaching Program in the areas of financial planning, legal coaching, interior design, and marketing.</p>		





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - SMALL BUSINESS ENHANCEMENT & INTERIOR ACCESS PROGRAMS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$91,500 of CDBG funds will be used to support the City’s economic development programs for low and moderate-income home-based and brick and mortar business owners through the Small Business Enhancement Program. The program includes staff consultation and financial assistance. After obtaining feedback from individual staff consultations, program participants are assisted with implementation of recommendations through the grant program. This allocation also supports the Retail Interior Accessibility Program, which provides financial assistance to business owners seeking to renovate or improve the interior of their commercial buildings to make their business more accessible to those who are sensory and/or physically disabled. The program seeks to improve accessibility and physical appearances of independent businesses and make Cambridge commercial districts more accessible to all.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
GRAND TOTAL	\$91,500	\$91,500	\$91,500	\$91,500	\$91,500	\$457,500
FY22-FY25 FUNDING						
It is anticipated that future allocations will continue at the same level if program participation remains high and CDBG funding is available to support this highly successful program.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 funding of \$91,500 allowed for businesses to receive grants for new kitchen and display equipment, outdoor furniture, ADA bathrooms, point of service (POS) countertop register systems and new e-commerce websites. It is anticipated that at the end of FY20, a total of 17 businesses will receive grants through the Small Business Enhancement and Retail Interior Access Programs.</p>			





COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: ECONOMIC DEVELOPMENT - STOREFRONT IMPROVEMENTS PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$200,000 will support the City’s Storefront Improvements Program, which was enhanced in FY15 with the addition of the Architectural Barriers Removal component. This program, which supports multiple City goals, enables participating businesses to remove barriers to accessibility and improve their overall storefront appearance, which helps integrate businesses of all sizes into the thriving Cambridge ecosystem. These upgrades are often challenging for small businesses due to their high cost. This program provides economic benefits to the businesses that participate in the program, supports the City’s commercial districts, and assists in building a more stable tax base.</p>						  
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY22-FY25 FUNDING						
<p>\$200,000 in future allocations each year will be used to continue offering storefront improvements, including architectural barrier removal.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 funding of \$200,000 continued storefront improvements, including architectural barrier removal. It is anticipated that at the end of FY20, 18 projects including 10 signage and 8 façade/accessibility improvement projects for various amounts will be complete. This funding has facilitated restoration of many of the City’s historic retail storefronts and contributed to street-level vibrancy throughout Cambridge, as demonstrated by the recently completed project shown at left (Cambridge Cat Clinic - Awarded full \$35,000 façade/accessibility grant).</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PRESERVATION & DEVELOPMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of building permit fee revenue and property taxes will supplement Community Preservation Act funds to help the Affordable Housing Trust preserve and create permanently affordable housing for low, moderate-, and middle-income residents. The amount allocated for FY21 reflects a continued allocation of 25% of budgeted building permit fees and an increased allocation of property taxes which combines to an increase of \$5,273,630 from last year. This allocation coupled with the projected CPA of \$12,256,000 in FY21 doubles the amount appropriated in FY19 of \$13,626,000. Dedicating additional City funds to the Affordable Housing Trust will help with efforts to advance the City Council’s affordable housing goals and pursue opportunities to create new affordable units and preserve existing affordable housing. These funds will be appropriated to the Affordable Housing Trust for use in supporting specific affordable housing preservation and development efforts.</p>						  
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$4,998,630	\$4,998,630	\$4,998,630	\$4,998,630	\$4,998,630	\$24,993,150
Property Taxes	\$10,000,000	\$11,000,000	\$12,100,000	\$13,310,000	\$14,641,000	\$61,051,000
GRAND TOTAL	\$14,998,630	\$15,998,630	\$17,098,630	\$18,308,630	\$19,639,630	\$86,044,150
FY22-FY25 FUNDING						
<p>The City will continue this capital allocation to the Affordable Housing Trust by allocating 25% of budgeted building permit fees each year to ensure that the Affordable Housing Trust has resources necessary to carry out affordable housing goals. In addition, the City will continue to look at other revenue sources to supplement this funding in FY22-25.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds are being used to fund Frost Terrace (left) where 40 new units of affordable rental housing are now being built.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - AFFORDABLE HOUSING PROJECT DEVELOPMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
In FY21, an allocation of \$110,555 of CDBG funds will support the development of new affordable housing units in the City.						<p style="text-align: center;">\$</p> <p style="text-align: center;">🏠</p>
IMPACT ON OPERATING BUDGET						
There is no direct financial or personnel impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$110,555	\$0	\$0	\$0	\$0	\$110,555
GRAND TOTAL	\$110,555	\$0	\$0	\$0	\$0	\$110,555
FY22-FY25 FUNDING						
As federal funding levels decrease year to year, it is expected that \$0 in future allocations will be available for new development. However, if CDBG funding is maintained, these funds will continue to be available in future years.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			CDBG funding is used to create new affordable housing, including this home in East Cambridge which was renovated and sold to an eligible homebuyer in FY20.			



COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOME IMPROVEMENT PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$464,895 in CDBG funds will support nonprofit housing agencies to provide technical and financial assistance to low- and moderate-income eligible Cambridge homeowners to provide needed repairs and stabilize owner-occupants in their homes.</p>						<p>\$</p> <p>🏠</p>
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
GRAND TOTAL	\$464,895	\$464,895	\$464,895	\$464,895	\$464,895	\$2,324,475
FY22-FY25 FUNDING						
<p>Depending on federal funding levels, it is expected that \$464,895 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 funding provided financial assistance and housing stabilization services which assisted more than 30 residents with needed home repairs and improvements.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING MEDIATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation of \$130,000 of CDBG will support the services of an agency to provide Housing Mediation services in FY21. The agency will provide dispute resolution, conflict management and stabilization services to eligible tenants and property owners to assist in resolving housing-related disputes including non-payment of rent, health and safety violations, nuisance complaints, and other lease violations.</p>						
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
GRAND TOTAL	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000
FY22-FY25 FUNDING						
<p>Depending on Federal funding levels, it is expected that \$130,000 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding supported efforts to mediate or otherwise resolve more than 125 cases of housing-related conflicts among tenants, rental property owners, and homeowners and offer assistance for condominium owners in associations with affordable homes.</p>		


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - HOUSING REHABILITATION ASSISTANCE PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$337,250 of CDBG funds will support the Housing Rehabilitation Assistance Program which offers underserved Cambridge youth employment and skills training while engaging them in rehab and development of affordable housing.</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
GRAND TOTAL	\$337,250	\$337,250	\$337,250	\$337,250	\$337,250	\$1,686,250
FY22-FY25 FUNDING						
<p>Depending on Federal funding levels, it is expected that \$337,250 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding supported 70 youths participating in employment and rehab skills training.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: HOUSING - TENANT ORGANIZING SERVICES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$75,000 of CDBG funds will support the services of an agency to provide support to residents in buildings at-risk through expiring affordable housing restrictions. This program provides advocacy services to low- and moderate-income tenants to preserve expiring units at risk.</p>						<p>\$</p> <p>🏠</p>
IMPACT ON OPERATING BUDGET						
<p>There is no direct financial or personnel impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
GRAND TOTAL	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
FY22-FY25 FUNDING						
<p>Depending on Federal funding levels, it is expected that \$75,000 in future allocations will be used to continue this program.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding was used to support efforts to assist tenants in identifying issues and advocating for interventions to support tenants, and to support efforts to extend affordability commitments in buildings facing expiring affordability commitments to help keep people in their homes.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: SENNOTT PARK RENOVATIONS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>Sennott Park is currently under design, with the community process and construction expected to start in FY21. In the process of surveying the site, observing use demands, and conditions, it is apparent that the basketball courts and the open central lawn (field) are in need of upgrades. Proposed upgrades would include resurfacing both ball courts, and reconstruction of lawn area to improve drainage/permeability/ irrigation.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Community Development Block Grant	\$150,000	\$0	\$0	\$0	\$0	\$150,000
GRAND TOTAL	\$150,000	\$0	\$0	\$0	\$0	\$150,000
FY22-FY25 FUNDING						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The initial funding for Sennott Park was \$1,500,000. The scope of the project included the total renovation of the playground, water play area, all interior perimeter walks around field, LED path lighting, new fencing, tree planting, and improved access between the park and teen center.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$100,000 will be used in combination with FY20 funds to design and install up to twelve (12) dual head Level 2 electric vehicle charging stations in the public right of way or on municipal property. Given the high percentage of Cambridge residents who do not have a dedicated off-street parking spot, a network of public charging infrastructure in the public right of way is necessary to allow Cambridge residents to own or lease an EV. Supporting EV ownership for residents who choose to own/lease a personal vehicle is consistent with City Council goals, and a public Electric Vehicle Supply Equipment (EVSE) network ensures that these goals are met in an equitable way.</p>						 
IMPACT ON OPERATING BUDGET						
<p>The new stations will add approximately \$10,000 in operating costs to DPW's operating budget. Operating costs comprise the Chargepoint network fee, E-commerce fees and preventive maintenance services. These costs are expected to be fully recovered through the user fee structure the City adopted July 1, 2018.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$195,000	\$100,000	\$100,000	\$595,000
GRAND TOTAL	\$100,000	\$100,000	\$195,000	\$100,000	\$100,000	\$595,000
FY22-FY25 FUNDING						
<p>Budget requests for FY22-25 will support the need to expand the EV charging network in the future to meet the charging needs, as EV ownership in Cambridge is expected to increase over time. The City is currently working with a consultant to design a neighborhood EV charging pilot to test the delivery of "at home like" charging solutions for residents who do not have off street parking.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Cambridge partnered with Eversource's Make-Ready program which covered excavation and electricity upgrade costs, allowing the City to leverage capital funds to install an additional 4 stations (7 new stations in FY19 total). The project carried over into FY20, and some FY20 funds were used to cover the cost of DEP permits for 3 of the 7 stations.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$50,000 will be used for the procurement and installation of at least 150 bicycle parking racks, primarily in the main business districts, small neighborhood business districts, schools, and other locations based on public requests. In addition, funds will used to install seasonal bicycle parking corrals that will take the place of on-street vehicle parking spaces in locations with limited sidewalk space, heavy pedestrian traffic, and high bicycle parking demand.</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no direct impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
<p>\$50,000 per year in future allocations will be used to continue the procurement and installation of approximately 150 bicycle racks per year as well as the installation of bicycle parking corrals. Funds will also be used for the maintenance of Cambridge’s 13 bicycle repair stations.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding was used for the modification and/or installation of more than 150 bicycle racks as well as the installation of seasonal on-street bicycle parking corrals. Installation began in fall 2019 and continued in spring 2020. Four bicycle parking corrals remained deployed over the winter season in high demand areas and one additional seasonal corral was placed on Cambridge St due to high demand.</p> <p><i>Photo: Newly installed bike parking at the new King Open and Cambridge Street Upper School campus</i></p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE PARKING SPECIAL PROJECTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$33,000 will be used in combination with prior year funding for additional and covered bicycle parking at Cambridge Rindge and Latin School (CRLS) in conjunction with ongoing design work. Funds will be used primarily for the procurement and installation of a bicycle shelter to protect bikes from precipitation and encourage employee, student and visitor cycling.</p>						 
IMPACT ON OPERATING BUDGET						
<p>There is no direct impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
GRAND TOTAL	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$165,000
FY22-FY25 FUNDING						
<p>\$33,000 per year in future allocations will be used for the procurement and installation of bicycle parking shelters at municipal buildings and other high demand locations to protect bikes from precipitation and encourage cycling. Funds will also be used for more complex bike parking projects that require new curbing, concrete, asphalt, or brick surfaces.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding will be combined with FY21 funding for additional covered bicycle parking at CRLS and the Main Library, in conjunction with ongoing design work. Funds will be used primarily for the procurement and installation of a bicycle shelter to protect bikes from precipitation and encourage employee and visitor cycling.</p> <p><i>Photo:</i> A bicycle parking shelter was installed at this location at the Peabody and Rindge Avenue Upper schools.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BICYCLE SPOT IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$25,000 will be used to fund relatively small but important changes to infrastructure to support bicycling, and to improve safety and comfort of riders. These modifications make facilities more attractive for riders of all ages and abilities. Projects generally include changes to curbs, signals, or other streetscape elements to allow for site-specific enhancements to bicycle facilities. With large increases in bicycle ridership, the completion of a bicycle connectivity study, and implementation of quick-build separated facilities, there is documented demand, which is expected to increase, for changes to streets that are not in the Five-Year Sidewalk and Street Reconstruction Plan. This allocation will facilitate tactical response where high-priority interventions are needed. In FY21, options include the installation of pedestrian crossing islands at key locations where people cross separated bicycle lanes (locations are being evaluated on Cambridge Street, Brattle Street and Mass. Ave.). Additional floating bus stop locations are also being evaluated to improve overall safety and support transit access.</p>						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
FY22-FY25 FUNDING						
\$25,000 in annual future allocations will be used to make physical improvements for cycling on an ongoing basis.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, this allocation will be used to construct a floating bus stop, planned for the South Mass Avenue corridor during late spring 2020. Shown at left is the existing successful example on Ames Street.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - BUS STOP IMPROVEMENTS

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY21, an allocation of \$25,000 will fund this ongoing program to improve the customer experience of bus riders and facilitate the ability of bus operators to pull up safely to bus stops and provide easy boarding and alighting. The changes funded by this program also help to reduce conflicts between buses and other roadway users. This allocation is consistent with the City’s commitment to support bus riders and recognizes that buses are a core component of Cambridge’s broader transportation strategy. This program has been effective and is one of the top priorities of the Transit Advisory Committee.</p>	

IMPACT ON OPERATING BUDGET

There is no direct impact on the operating budget. One-time infrastructure improvements, like curb extensions and benches do not have an operating budget impact. However, real-time bus information signage does require ongoing operating funds for data, content management service, and physical maintenance. This need has been incorporated into the operating budget request for overall maintenance of real-time transit signage, including TransitScreens.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
GRAND TOTAL	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000

FY22-FY25 FUNDING

It is anticipated that an allocation will be made in each year’s budget cycle to fund the purchase and installation of city-owned bus shelters, benches, and leaning bars, as well as the construction of “floating” bus stops at locations of potential safety conflicts between people on bikes and transit or a need for increased cyclist safety and comfort.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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Funds from prior years have been used to purchase and install new bus stop benches, replace damaged bus stop benches, pilot two types of real-time information signs, and construct curb extensions for bus shelters and to allow buses to pull up flush to the curb.

Photo: An example of one of the 13 bus benches installed at 11 locations around Cambridge in FY20.




COMMUNITY MAINTENANCE AND DEVELOPMENT

CDD: TRANSPORTATION - TRAFFIC CALMING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$300,000 from Parking Fund Revenues will be used for the design and construction of traffic calming measures on the following proposed streets: Centre Street, Chestnut Street, Dana Street, Montgomery Street. Projects occur in conjunction with roadway improvement projects and are therefore determined based on Public Works' plan for the fiscal year. The goal of the traffic calming concepts is to improve the safety and comfort of citizens of all ages and abilities who walk, bike, and drive in Cambridge. The implementation of traffic calming tools will support the city's efforts to achieve City Council goals including Vision Zero and new speed limits.</p>						 
IMPACT ON OPERATING BUDGET						
There is no direct impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Parking Fund Revenues	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
GRAND TOTAL	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
FY22-FY25 FUNDING						
It is anticipated that an allocation will be made in each year to fund traffic calming projects.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>The Dudley Street Reconstruction project consisted of the reconstruction of sidewalks and roadway, building a new accessible route for all users on Dudley Street from Clifton Street to Massachusetts Avenue. The project also included the reconstruction of the raised intersection at Clifton Street, curb extensions at Jackson Street, Clay Street, Montgomery Street, Reed Street and Massachusetts Avenue. New access ramps and crosswalks were also completed as part of the project at all intersections.</p> <p><i>Photo:</i> Pedestrian improvements at the intersection of Dudley Street and Montgomery Street included construction of a new access route around an existing tree.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - ENERGY EFFICIENCY PROJECTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An allocation of \$100,000 from Resident Parking Sticker revenue and supplementals by prior appropriations from utility rebates, will continue to support the energy efficiency program. These funds are critical to the City's ability to meet its commitments to reduce greenhouse gas emissions and become carbon neutral by 2050. The additional funding for FY21 will allow the City to take advantage of Eversource rebates for LED lighting, which will soon be phased out due to the market penetration of LED technology. Work will prioritize large buildings, including the War Memorial Recreation Center, Robert W. Healy Public Safety Building and Main Library as well as older schools that have no lighting controls/occupancy sensors. LED lighting can save 30 to 60% in lighting electricity in these buildings. Work will also continue on upgrades to the building management system at the War Memorial and various heating, ventilation and air conditioning (HVAC) projects.</p>						 
IMPACT ON OPERATING BUDGET						
<p>Projects completed in FY20 will save 375,000 kilowatt-hours (kWh) per year, more than enough electricity to power both the Moses and Frisoli Youth Centers for a year. Installation of energy-saving equipment will also result in the need to procure a smaller amount of electricity to meet the City's 100% renewable supply commitments.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Resident Parking Sticker Revenues	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
FY22-FY25 FUNDING						
<p>Annual funding will continue.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY20 accomplishments include lighting upgrades at the Fletcher Maynard Academy, War Memorial Recreation Center, Gallery 344 at the City Hall Annex, Russell Youth Center, Baldwin School and gymnasiums at several youth centers. Parking fund revenues funded Phase 1 of lighting improvements at the First Street Garage. Heating and air conditioning projects included a feasibility study of River Street Firehouse (Engine 6) HVAC improvements, final commissioning of the Central Square Library building management system and the DPW sign shop heat pump replacement.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - FLOORING & FURNISHINGS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding will support replacement of flooring, carpeting, and furnishings throughout City buildings.						\$
IMPACT ON OPERATING BUDGET						
Repairs will reduce the number of service calls made and will ensure that walking surfaces remain safe and accessible.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$540,000
GRAND TOTAL	\$100,000	\$110,000	\$110,000	\$110,000	\$110,000	\$540,000
FY22-FY25 FUNDING						
Future funding will continue to resolve ongoing issues with flooring, carpets, and furnishings.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Projects funded in FY20 include additional carpet for sections of the Citywide Senior Center third floor and sections of the Public Works Simard Building second floor, as well as furnishings for the City Clerk's Office, office chairs for the License Commission, and ergonomic sit/stand desks for the License Commission and Public Works.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: BUILDINGS - MUNICIPAL FACILITIES IMPROVEMENT PLAN (MFIP)

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The goal of the MFIP is to provide, and maintain, high-performing facilities for staff, occupants, the public, and the broader environment. An allocation of \$16 million in FY21 will continue to fund significant building improvements and deferred maintenance projects. Proposed projects include, but are not limited to the following: Department of Public Works Complex upgrades, Lexington Avenue and River Street Firehouse alterations (which is budgeted in Public Safety Section), , Inman Square Firehouse Façade Repair and Lafayette Square Firehouse Structural Repair. In addition, supplemental appropriations are made during the fiscal year to support MFIP projects.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Strategic improvements to building systems will continue result in lower energy and maintenance costs, higher occupant comfort and productivity, and preservation of building infrastructure.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$16,000,000	\$0	\$10,000,000	\$10,000,000	\$10,000,000	\$46,000,000
GRAND TOTAL	\$16,000,000	\$0	\$10,000,000	\$10,000,000	\$10,000,000	\$46,000,000
FY22-FY25 FUNDING						
<p>Funding for this program will be ongoing. By completing deferred maintenance projects, the City can plan for and manage preventative maintenance and cyclical capital improvement projects, ensuring a well maintained facilities portfolio.</p>						
STATUS OF PRIOR YEAR PROJECTS						
<p>FY20 MFIP funded projects include the following:</p> <ul style="list-style-type: none"> Robert W. Healy Public Safety Building HVAC Upgrade, DPW Complex Upgrade, Fire Notification Upgrade at four Firehouses, FDHQ Alteration Design <p>FY20 Completed Projects and Studies:</p> <ul style="list-style-type: none"> City Hall Annex, Universal Design Entry Plaza and Interior Improvements Coffon Building, Lower Level Interior Alteration Department of Public Works Ryan Garage Overhead Door & Safety Upgrades East Cambridge Firehouse, HVAC Upgrade Electrical Shop, Roof Replacement Fire Dept. Headquarters & Lafayette Firehouse Air Conditioning and Insulation Upgrades Inman & Porter Square Firehouse Air Conditioning Upgrades Graham and Parks School Photovoltaic Array Feasibility Study and Kennedy Longfellow School Energy Storage Feasibility Study Moses Youth Center, Rear Plaza Upgrade and Moses & Frisoli Youth Centers HVAC Feasibility Study River Street Firehouse Interior Improvements & HVAC Feasibility Study 						


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: CEMETERY SPACE OPTIMIZATION AND BEAUTIFICATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This budget allocation continues to fund the development of a master plan to identify opportunities to optimize space and improve the Cambridge Cemetery over the next five to ten years.</p> <p>The plan includes a review of available areas throughout the Cemetery that are too small for traditional full burial lots, and a consideration of alternatives such as cremation burial areas (niches, scattering areas) and an aesthetically pleasing memorial wall. There will also be opportunities to beautify the Cemetery by possibly narrowing roads, installing new plantings, and adding additional trees.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Additional burial sites are likely to result in additional revenue to help maintain the Cemetery.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$0	\$0	\$0	\$0	\$100,000
GRAND TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$100,000
FY22-FY25 FUNDING						
Additional appropriation to support the results of the Master Plan will be required.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY18 and FY19 allocations totaling \$75,000 were applied to the initial phases of this plan, which is currently on-going.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: HARVARD SQUARE KIOSK AND PLAZA ADDITIONAL SAFETY IMPROVEMENTS

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>As part of the Harvard Square Kiosk and Plaza and Surface Enhancements Project, additional safety improvements have been identified in the Super Crosswalk area (between the Harvard Coop and the Kiosk). These safety improvements support the City's commitment to Vision Zero and include simplifying the overall operation of the intersection; removing a vehicular travel lane; reducing the crossing distance for pedestrians; providing additional plaza space; and simplifying the merge for cyclists and motorists travelling towards Porter Square.</p> <p>The project is being bid this spring / summer.</p>	

IMPACT ON OPERATING BUDGET

By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Mitigation Revenue	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250
GRAND TOTAL	\$1,908,250	\$0	\$0	\$0	\$0	\$1,908,250

FY22-FY25 FUNDING

Future funding is not anticipated.

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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In FY16, FY17 and FY20 a total of \$12,600,000 was appropriated for the design and construction of the Kiosk, Plaza and Eliot Street.

Photo: Perspective view of northern Plaza space.





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK PLAY AREA SHADE STRUCTURES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
Semi-permanent shade canopy structures at playgrounds will enable the public to enjoy these facilities during hot summer days when there is no natural shade. FY21 funding, in combination with previous allocations, will be used for installation of shade structures at both Greene-Rose Heritage Park and Russell Field.						 
IMPACT ON OPERATING BUDGET						
There is minimal impact anticipated on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$85,000	\$0	\$0	\$0	\$0	\$85,000
GRAND TOTAL	\$85,000	\$0	\$0	\$0	\$0	\$85,000
FY22-FY25 FUNDING						
No funding is expected to be requested.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Allocations of \$50,000 in both FY18 and FY19 are being applied to the design of a shade structure at both Greene-Rose Heritage Park and Russell Field. FY20 funds will support installation.		


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK SURFACING RESTORATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>There are 28 rubber playground surfaces throughout the city. These surfaces ensure a safe and accessible play surface for adults and children. The general life of these surfaces is 10-12 years. Rubber surfacing at several parks has deteriorated to the point where it cannot be temporarily patched. Replacement will ensure that walking and play surfaces remain safe and accessible.</p> <p>The FY21 allocation will be used at Maple and Marie Playground and Cooper Playground.</p>						  
IMPACT ON OPERATING BUDGET						
Regular upgrades will reduce routine maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$100,000	\$160,000	\$160,000	\$620,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$160,000	\$160,000	\$620,000
FY22-FY25 FUNDING						
<p>Future years' work will continue to resolve ongoing issues with rubber surface repairs. In FY22, work will include Alden Playground and Silva Playground. In FY23, work will include Fletcher Maynard and Larch Road Park. FY24 work will include Riverside Press Park. FY25 work will include Pine St. park.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding was used for surface restoration at Gore Street, Lee & West, Dana and Alberico park playgrounds as well as a restoration of the Corporal Burns Park. The FY19 allocation to address surface restoration of Peabody School Playground will be included in the larger Peabody Playground renovation project.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - PARK WATER CONSERVATION PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City manages 97 irrigated sites (ranging from small planting beds to large fields), 22 water plays, and 52 water fountains. Irrigation provides important community benefits, including beautification and plant health, while water plays and fountains provide much needed relief during hot weather.</p> <p>Public Works began to implement a central control system for park and public area irrigation sites, water plays, and water fountains starting in FY17. This system enables remote monitoring and control, including automatic shut off for leaking equipment. The system helps conserve water, and puts Cambridge at the forefront of municipal water conservation among New England municipalities.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project is expected to result in more efficient maintenance and repair processes, and better levels of service (in terms of quality of plantings and reduced downtime) and better water conservation.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
GRAND TOTAL	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$400,000
FY22-FY25 FUNDING						
<p>Public Works estimates that full program implementation, which includes all Public Works-maintained facilities and Danehy Park, will cost \$800,000 in total between FY17 and FY24.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In the beginning of this program it was discovered that the existing irrigation boxes needed to be replaced as they were either too small for the new control equipment or were in a deteriorated condition. With prior allocations, 34 irrigation boxes were replaced and new central irrigation control equipment was installed at 17 sites.</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: PARKS - RECREATIONAL HARD SURFACE RESTORATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The City manages and maintains 34 basketball courts, 11 tennis courts and 3 street hockey courts. Many of these facilities are heavily used for youth and adult sports, and some hard surfaces support special events that would not otherwise be possible.</p> <p>At this time there are a number of courts that need to be replaced, despite significant repairs. FY21 funds are programmed for replacing the Gold Star Mothers (Gore Street) Playground basketball court.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>This request would reduce the operating budget resources dedicated to small, short-term repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$165,000	\$165,000	\$165,000	\$200,000	\$200,000	\$895,000
GRAND TOTAL	\$165,000	\$165,000	\$165,000	\$200,000	\$200,000	\$895,000
FY22-FY25 FUNDING						
<p>Future allocations will be used for hard surface restoration at Riverside Press Tennis Court and Corporal Burns, Lindstrom, Reverend Williams, Hoyt and Riverside Press basketball courts.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>The FY20 allocation is being used to restore the Kennedy Longfellow basketball court.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - AGASSIZ

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Agassiz program is an ongoing sewer separation and stormwater program. No funding is being appropriated in FY21.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$0	\$5,000,000	\$25,000,000	\$0	\$0	\$30,000,000
GRAND TOTAL	\$0	\$5,000,000	\$25,000,000	\$0	\$0	\$30,000,000
FY22-FY25 FUNDING						
<p>FY22 and FY23 funding will be used for the design and construction of sewer, stormwater, water, street, and sidewalk improvements on Kirkland Street and Roberts Road. Kirkland Street is a major connector for pedestrians and cyclists traveling to and from Harvard Square. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Photo: Kirkland Street</p>			


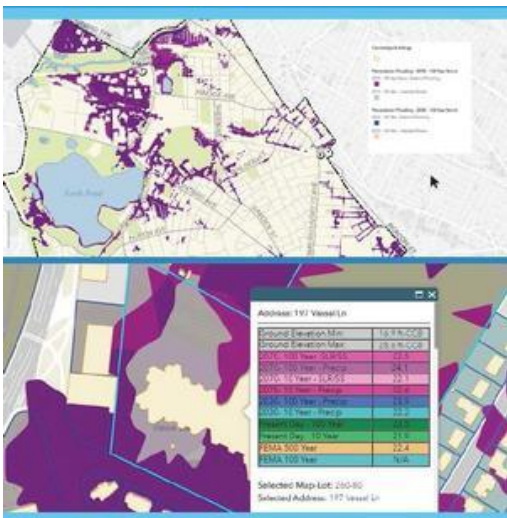
COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CAPITAL REPAIRS PROGRAM

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY21 appropriation and bond authorization of \$6 Million to the Capital Repairs Program will maintain the quality of the existing sewer and drain infrastructure throughout the city by completing repairs of older pipes. Typical methods include cured-in-place pipe (CIPP) lining and slip-lining. The goal is to structurally rehabilitate older pipe systems that are showing signs of age in areas where more significant sewer separation and stormwater management projects are not scheduled.</p>						<p>☀</p> <p>\$</p>
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$30,000,000
GRAND TOTAL	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$30,000,000
FY22-FY25 FUNDING						
<p>Future allocations to this program will be used to continue rehabilitating pipe systems.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding supported the creation of the program, repairs of deteriorated pipes, and CIPP lining contracts. The InfoWorks program is used to identify defects and develop an overall rating index for each segment of pipe based on video inspections. This rating index is used to create a prioritization of locations for rehabilitation. Lining contracts are continuing to structurally rehabilitate our older pipe segments.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - CLIMATE CHANGE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY21 appropriation and bond authorization of \$500,000 will be used to implement efforts identified through the City's Climate Change Vulnerability Assessment and the Climate Change Preparedness and Resilience Plan. Funding will be used to improve the City's resiliency to the impacts of climate change (increased precipitation and sea level rise) and additional modeling efforts to further refine the projected impacts to Cambridge and evaluate potential resiliency efforts.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in understanding the City's vulnerabilities to climate change and implementing preparedness and resiliency efforts will reduce the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
GRAND TOTAL	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
FY22-FY25 FUNDING						
<p>Future allocations to this program will be used to continue implementing resiliency efforts.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
 <p>Learn the flooding risk for your home or business: cambridgema.gov/floodviewer</p>			<p>Previous funding has supported the Climate Change Vulnerability Assessment, the on-going Climate Change Preparedness and Resilience Plan, the FloodViewer Tool that allows property owners to look up flood projections for individual properties, and the Urban Forestry Master Plan.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - HARVARD SQUARE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Harvard Square program is an ongoing sewer separation and stormwater management program. Previous funds appropriated are supporting the cleaning of the existing CAM005 stormwater outfall near Mt. Auburn Hospital, constructing a new stormwater outfall at Willard Street, and reconstructing Willard Street between Mt. Auburn Street and Brattle Street with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero. The Willard St construction is scheduled to begin summer 2020 once permitting is completed.</p>						
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Bond Proceeds	\$0	\$0	\$0	\$2,650,000	\$0	\$2,650,000
GRAND TOTAL	\$0	\$0	\$0	\$2,650,000	\$0	\$2,650,000
FY22-FY25 FUNDING						
<p>Future funding will be used for Upper Harvard Square improvements and providing improved stormwater conveyance between Brattle Street and Mt. Auburn Street (via Mifflin Place) to carry stormwater to the outfall on University Road.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>FY16 (\$800,000) and FY17 (\$3,500,000) funding is being used to clean the existing stormwater outfall, construct a new stormwater outfall at Willard Street, and reconstruct Willard Street between Mt. Auburn Street and Brattle Street.</p> <p><i>Photo:</i> Infiltration system at Longfellow Park installed as part of Willard Street project.</p>			



COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: SEWER/STORMWATER - REMEDIAL CONSTRUCTION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This program is focused on the maintenance of existing sewer and drain infrastructure throughout the city. The program addresses emergency repairs, catch basin repair and replacement, manhole repair and replacement, pipeline repair and maintenance, and the cleaning and inspection of existing sewer and drain infrastructure.</p>						<p>☀ \$</p>
IMPACT ON OPERATING BUDGET						
<p>Continued investment in the improvement of sewer and stormwater infrastructure reduces the need for emergency responses to sewer backups and flooding, saving on operating costs in that area.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Sewer Service Charges	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
GRAND TOTAL	\$3,050,000	\$4,000,000	\$5,000,000	\$6,500,000	\$6,000,000	\$24,550,000
FY22-FY25 FUNDING						
<p>Future allocations for this program will be used to continue maintenance of existing sewer and drain infrastructure.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Previous funding was used for emergency repair and replacement of existing infrastructure, such as this section of drain line on Pearl Street (shown left).</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - CENTRAL SQUARE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>An FY23 and FY24 appropriation and bond authorizations will support the design of surface enhancements and sewer and drainage infrastructure improvements on Mass. Ave. between Inman Street and Sidney Street. Project improvements will include rehabilitation of City utilities (sewer, drain, and water), coordination with private utility companies, full depth roadway reconstruction, new sidewalks, new street trees, an enhanced bicycle facility, enhanced transit amenities for the key bus stops along the corridor, and will be integrated with the River Street and Carl Barron Plaza improvements. A comprehensive community design process will be undertaken to develop the design of this key corridor with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.</p>						
IMPACT ON OPERATING BUDGET						
Continued investment in infrastructure reduces the need for emergency repairs, saving on operating costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$0	\$0	\$2,000,000	\$15,000,000	\$0	\$17,000,000
Sewer Bond Proceeds	\$0	\$0	\$1,000,000	\$10,000,000	\$0	\$11,000,000
GRAND TOTAL	\$0	\$0	\$3,000,000	\$25,000,000	\$0	\$28,000,000
FY22-FY25 FUNDING						
An FY23 appropriation and bond authorization of \$3,000,000 will support the design. An FY24 appropriation and bond authorization of \$25,000,000 will support the construction.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			This project has not been previously funded.			

COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: STREETS - COMPLETE STREETS RECONSTRUCTION

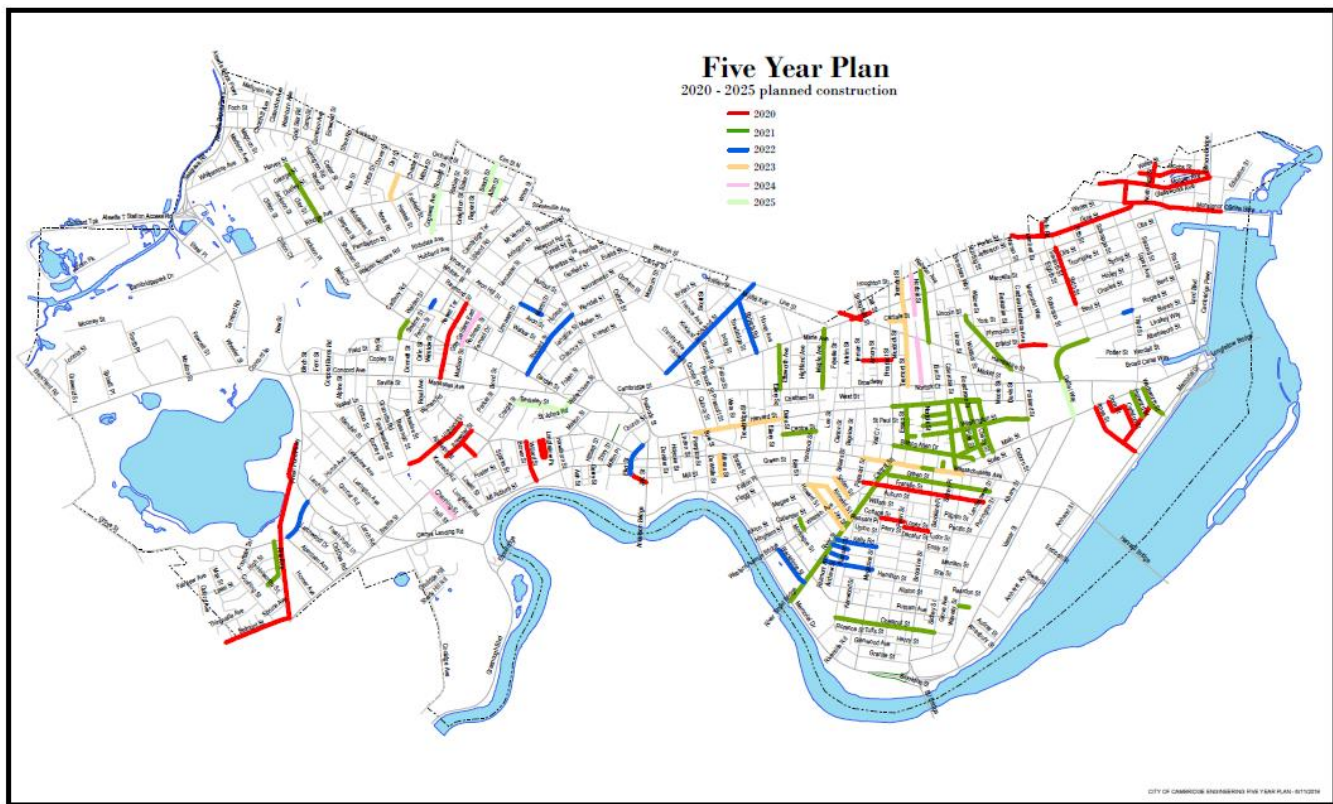
FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>These funds support the Complete Streets and Miscellaneous Sidewalk Programs. Priority is placed on locations where the street, sidewalk, and bike facilities are in poor condition; locations serving significant pedestrian populations such as those near parks, squares, libraries, schools, elderly housing, and Senior Centers; requests by the Cambridge Commission for Persons with Disabilities; streets serving bus routes; priority routes identified in the City's Bike Plan; and locations with tree/sidewalk conflicts. The goal of the program is to provide high quality infrastructure with an emphasis on designing streets for all users and supporting the City's commitment to Complete Streets and Vision Zero.</p>						
IMPACT ON OPERATING BUDGET						
<p>By allocating funds for the reconstruction of streets and sidewalks, the City is reducing street maintenance costs in the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$5,000,000	\$5,000,000	\$5,000,000	\$6,000,000	\$6,500,000	\$27,500,000
Chapter 90	\$2,913,530	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,913,530
Property Taxes	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Street Preservation Offset Fund	\$423,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,223,000
GRAND TOTAL	\$8,486,530	\$7,850,000	\$7,850,000	\$8,850,000	\$9,350,000	\$42,386,530
FY22-FY25 FUNDING						
<p>Future allocations to this program will be used to continue reconstructing streets and sidewalks throughout the city.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, \$7,790,830 was appropriated for street and sidewalk work throughout the city.</p>		

COMMUNITY MAINTENANCE AND DEVELOPMENT

ADDITIONAL PROJECT INFORMATION



FY21 Complete Streets construction projects include:

STREETS AND SIDEWALKS			
STREET	FROM	TO	COST
Bike/Pedestrian Infrastructure (Inman Square)			\$1,000,000
Centre Street	Dana St	Hancock St	\$854,000
Cemetery - 5 Year Street and Drainage Plan			\$100,000
Chestnut Street 1/2	Sidney St	Pleasant St	\$1,250,000
Columbia Street	Main St	Harvard St	\$750,000
Dana Street	Broadway	Mass Ave	\$2,459,530
Montgomery Street	Harvey St	Rindge Ave	\$1,400,000
Sciarappa Street Design	Charles St	Cambridge St	\$100,000
Miscellaneous Sidewalks			\$573,000
TOTAL COST			\$8,486,530





COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - EMERALD ASH BORER TREATMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funds will be used to continue a proactive plan to protect ash trees that are at risk of developing Emerald Ash Borer (EAB) disease. The EAB insect kills nearly all trees that it infests. Past allocations provided for treatment of trees, removal of trees in poor condition that are vulnerable to infection, and replacement of trees that require removal.</p> <p>During FY21, Water Department ash trees at Fresh Pond will be added to the treatment program.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
<p>Tree maintenance programs will reduce emergency service needs and promote better tree health.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$800,000
GRAND TOTAL	\$100,000	\$100,000	\$200,000	\$200,000	\$200,000	\$800,000
FY22-FY25 FUNDING						
<p>Future year funding will continue the EAB treatment program, the practice has been to treat fifty percent of the ash tree population annually. Anticipating agreement to treat ash trees on private property, allocations in FY21 and FY22 will support treating 50% of the private property ash tree population annually. Allocations in FY24 and FY25 will support treating the entire population ash trees on private property.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, \$100,000 was appropriated to continue the EAB treatment program.</p>		


COMMUNITY MAINTENANCE AND DEVELOPMENT

PUBLIC WORKS: TREES - PARK AND CEMETERY TREE PRUNING

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The allocation will fund an ongoing program to perform structural pruning of trees in City parks and at the Cambridge Cemetery. The emphasis is on overall maintenance of tree health and hazard elimination. The funds will be used for hazard tree removal and allow a pruning cycle of approximately eight years, consistent with the recommendations of the Urban Forestry Master Plan.</p>						<p>\$</p> <p></p>
IMPACT ON OPERATING BUDGET						
Preventative maintenance programs reduce emergency service needs and promote better tree health.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$100,000	\$100,000	\$125,000	\$125,000	\$125,000	\$575,000
GRAND TOTAL	\$100,000	\$100,000	\$125,000	\$125,000	\$125,000	\$575,000
FY22-FY25 FUNDING						
Future funding will be used to continue park and cemetery tree pruning.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>In FY20, \$100,000 was appropriated to fund park and cemetery tree pruning.</p>			

COMMUNITY MAINTENANCE AND DEVELOPMENT


PUBLIC WORKS: TREES - PUBLIC SHADE TREE INVESTMENT PROGRAM

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>The Public Shade Tree Investment Program allows the City to support the maintenance and growth of a healthy, resilient tree canopy. The majority of funding under this program is used to plant new trees and maintain them through establishment. The program also includes funding for public education, outreach, and technical assistance. Through the Urban Forestry Master Plan, the City has set the goal of planting 700 street trees and 250 park trees during FY21. In order to reach this goal, \$495,000 in tree program revenue received primarily from development projects under the Tree Protection Ordinance and \$300,000 in the operating budget will supplement existing balances. This appropriation is supplemented by the FY21 Participatory Budget appropriation of \$200,000, which will allow for the planting of 100 trees in locations identified to most significantly reduce the heat island effect.</p>	<p>\$</p> <p></p>

IMPACT ON OPERATING BUDGET
<p>The funds proposed are adequate to ensure proper care of the trees through establishment, thus reducing the operating costs that would otherwise be needed to care for these trees through the first three years of their growth.</p>



5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Tree Program Revenues	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000
GRAND TOTAL	\$495,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,295,000

FY22-FY25 FUNDING
<p>Future appropriations will support continued implementation of the action items identified through the Urban Forestry Master Plan.</p>

PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
	<p>In FY20 more than 700 trees were planted. Funding including \$125,000 in property taxes and \$370,000 in tree program revenue along with \$300,000 in the operating budget. FY20 Participatory Budget funds also provided \$200,000. A supplemental Free Cash appropriation of \$1,200,000 was also made in FY20 for additional tree planting and implementation of the recommendations of the Urban Forestry Master Plan.</p>

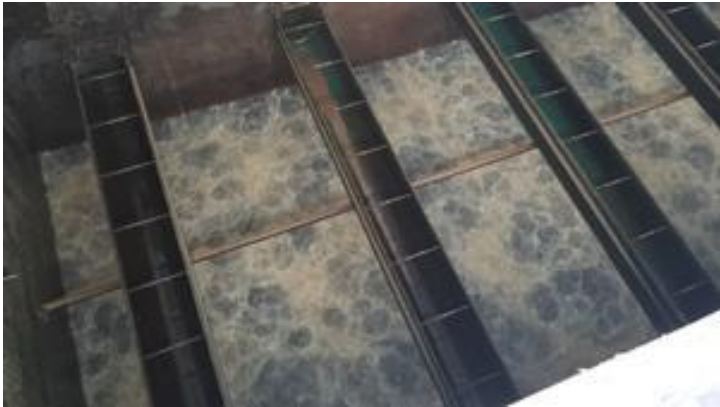
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: FRESH POND MASTER PLAN IMPLEMENTATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used for various Fresh Pond Reservation Master Plan priorities, including Pine Forest Phase 1.						
IMPACT ON OPERATING BUDGET						
As projects are completed, there is the potential for increased maintenance costs.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
GRAND TOTAL	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
FY22-FY25 FUNDING						
Future funds will be used for Fresh Pond Master Plan priorities including the completion of the design of Pine Forest Phase 2 and Kingsley Park Phases 2 and 3.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used for various Fresh Pond Reservation Master Plan priorities, including Weir Meadow Perimeter Road design.		



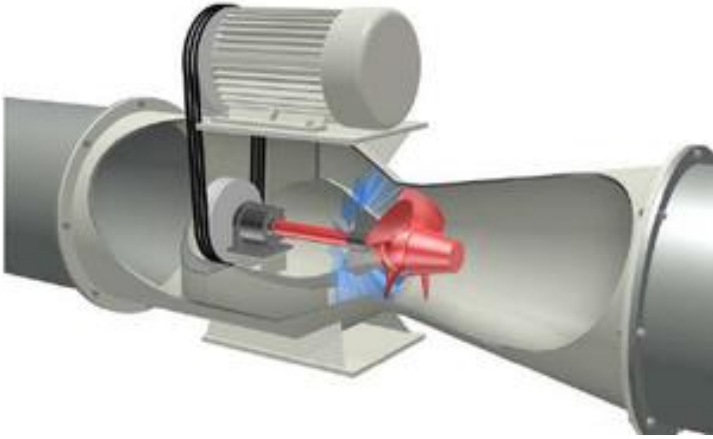
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: GRANULAR ACTIVATED CARBON FILTER MEDIA REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The FY21 funds will be used to pursue an upgrade of the Granular Activated Carbon (GAC) used as a fine filter for our finished drinking water. Replacing this filtering media is expected to reduce Per- and Polyfluoroalkyl Substances (PFAS). The Water Department is conducting a bench scale study as required by the Massachusetts Department of Environmental Protection and is anticipated to be completed by 6-30-2020. Based on this completion date, the goal is to have the media replaced by the end of calendar year 2020.</p>						<p>☀ \$</p>
IMPACT ON OPERATING BUDGET						
<p>There is no impact on the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Fund Balance	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000
Water Service Charges	\$400,000	\$0	\$0	\$500,000	\$500,000	\$1,400,000
GRAND TOTAL	\$1,400,000	\$0	\$0	\$500,000	\$500,000	\$2,400,000
FY22-FY25 FUNDING						
<p>It is estimated that the effective life of the new media in the filters is 2 to 4 years. As a result, included is an estimate of \$500,000 beginning in FY24 to replace the media in two filters annually.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>This project has not been previously funded.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: HYDROELECTRIC RENEWABLE ENERGY GENERATION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to continue the design and preparation for construction of hydroelectric generation downstream of the Stony Brook Dam and at the Weir Chamber in Fresh Pond.						 
IMPACT ON OPERATING BUDGET						
Hydroelectric generation will reduce electrical costs as well as the use of electricity generated by fossil fuels. It is estimated that the two locations will generate 480,000 kWh per year.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$250,000	\$0	\$0	\$0	\$0	\$250,000
GRAND TOTAL	\$250,000	\$0	\$0	\$0	\$0	\$250,000
FY22-FY25 FUNDING						
It is anticipated that the department's FY22 funding request will include construction funds based on the results of the final design cost estimation.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>The prior year funds were used for the design of hydroelectric generation downstream of the Stony Brook Dam and at the Weir Chamber in Fresh Pond</p>		



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: PC UPGRADES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to replace personal computers (PCs) and other IT equipment at the Water Department.						 
IMPACT ON OPERATING BUDGET						
Funding this project prevents delays in accurately reporting water bill revenues and other Department functions.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
GRAND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
FY22-FY25 FUNDING						
Future funds will be used to upgrade PCs and fulfill other IT needs of the Department.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				Prior year funds were used to upgrade PCs and other IT equipment.		



COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR FACILITIES IMPROVEMENTS - UPCOUNTRY

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to review the Stony Brook Reservoir Spillway adequacy/capacity, removing vegetation from City-owned easements and dam inspections.						
IMPACT ON OPERATING BUDGET						
There is no anticipated impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$225,000	\$180,000	\$315,000	\$260,000	\$305,000	\$1,285,000
GRAND TOTAL	\$225,000	\$180,000	\$315,000	\$260,000	\$305,000	\$1,285,000
FY22-FY25 FUNDING						
Future funding will be used to continue biennial Dam Inspections, removing vegetation from City-owned easements, and develop Stony Brook spillway upsizing alternatives.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>Prior year funds were used to continue the repair of Hobbs Dam Slope/Winter Street drainage, removing vegetation from City-owned easements.</p>		




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: RESERVOIR GAGING WEATHER STATION MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funds will be used to cover the costs of maintenance/reporting for the United States Geological Survey (USGS) reservoir gaging stations located upcountry. These stations are used to monitor reservoir flows to maintain the proper reservoir levels.</p>						
IMPACT ON OPERATING BUDGET						
<p>USGS will contribute funds for maintenance/reporting on the reservoir gaging stations, reducing operating costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$205,000	\$210,000	\$210,000	\$215,000	\$215,000	\$1,055,000
GRAND TOTAL	\$205,000	\$210,000	\$210,000	\$215,000	\$215,000	\$1,055,000
FY22-FY25 FUNDING						
<p>Future funds will be used to cover maintenance for the reservoir gaging weather station located upcountry.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used to cover the costs of maintenance/reporting for the USGS reservoir gaging stations located upcountry.</p>			




COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER FACILITY UPGRADES

FY21 PROJECT DESCRIPTION							CITY COUNCIL GOALS
FY21 funds will be used for roof and floor tile and water booster pump system replacement as well as HVAC spare parts.							 
IMPACT ON OPERATING BUDGET							
Planned facility upgrades reduce the need for costly emergency repairs.							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL	
Water Service Charges	\$78,000	\$192,000	\$95,000	\$120,000	\$25,000	\$510,000	
GRAND TOTAL	\$78,000	\$192,000	\$95,000	\$120,000	\$25,000	\$510,000	
FY22-FY25 FUNDING							
Future funding will be used for additional remote site security, continued roof replacement, carpet replacement and interior painting of the Treatment plant.							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				FY20 funds were used for remote site security, Chiller replacement, HVAC spare parts and to upgrade the HVAC controllers.			


COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER METER REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to cover replacement of water meters. Replacement improves the accuracy of the measurement of water consumption.						 
IMPACT ON OPERATING BUDGET						
There is no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
GRAND TOTAL	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
FY22-FY25 FUNDING						
Future funds will be used to replace water meters and MTUs.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			Prior year funds were used to cover replacement of water meters and meter transmission units (MTUs).			




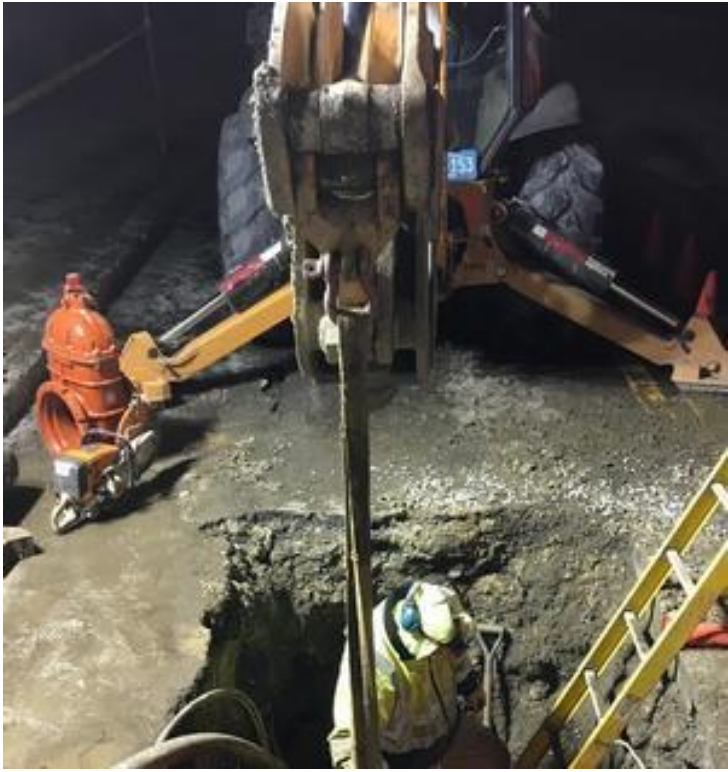
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER TREATMENT PLANT EQUIPMENT & SYSTEMS UPGRADES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funds will be used for plant instrumentation replacement, Payson Park structural inspection, Supervisory Control and Data Acquisition (SCADA) upgrade, chemical pump replacement, purchase a UV spectrometer, an autoclave and a compressed air system.</p>						<p>☀ \$</p>
IMPACT ON OPERATING BUDGET						
<p>Planned maintenance and replacement of Water Plant equipment reduces the need for costly emergency repairs.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$899,000	\$1,280,000	\$540,000	\$615,000	\$367,000	\$3,701,000
GRAND TOTAL	\$899,000	\$1,280,000	\$540,000	\$615,000	\$367,000	\$3,701,000
FY22-FY25 FUNDING						
<p>Future funds will be used for plant instrumentation replacement, SCADA upgrade, Dissolved Air Flotation (DAF) pump replacement, backwash compressor replacement and DAF saturation tank cleaning and Inspection.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for plant instrumentation and equipment replacement, SCADA upgrade, facility pipe repair, purchase a deionized water system and a jar tester.</p>			

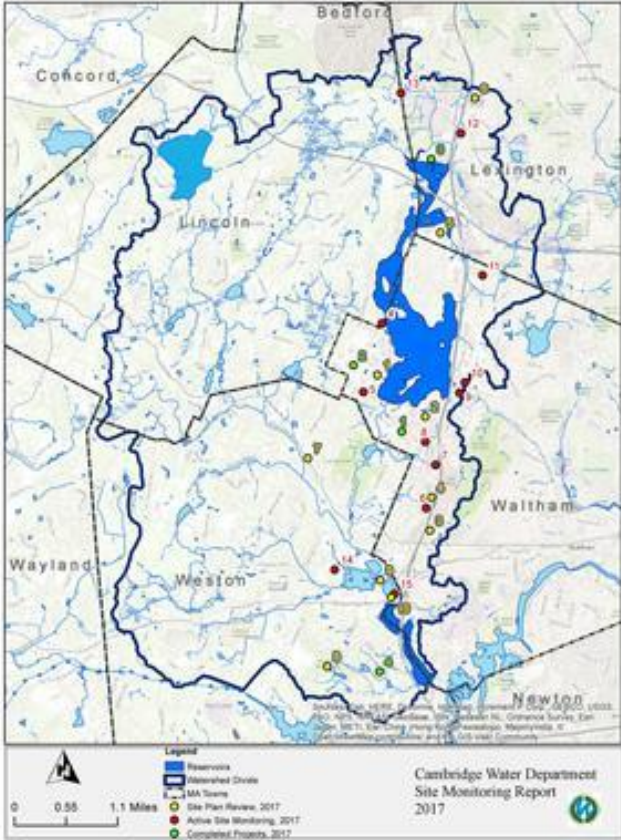
COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATER WORKS CONSTRUCTION

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funds will be used for water works construction projects in coordination with DPW projects, which include repair/replacement of water infrastructure, assistance during emergency repairs and unanticipated needs within the City. This also includes fire hydrant and large valve replacement, police details and the annual leak detection survey.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Replacement of old water mains reduces the potential of leaks in the system, which in turn reduces potential overtime costs for the Water Department.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$2,000,000	\$2,000,000	\$2,502,000	\$1,952,000	\$2,350,000	\$10,804,000
GRAND TOTAL	\$2,000,000	\$2,000,000	\$2,502,000	\$1,952,000	\$2,350,000	\$10,804,000
FY22-FY25 FUNDING						
<p>Future funds will be used for water works construction projects and annual leak detection and anticipated rehabilitation of the force main traversing the Huron Avenue bridge in FY23.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funds were used for water works construction projects such as water main replacement on Park Avenue, St. Mary's Road, Gray Gardens East and Inman Street.</p>			


COMMUNITY MAINTENANCE AND DEVELOPMENT

WATER: WATERSHED CONSULTING SERVICES

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funds will be used to support the Watershed Protection Plan implementation, GIS mapping and analysis, distribution hydraulic model updates, vulnerability assessment and specialized site plan review.						☀
IMPACT ON OPERATING BUDGET						
Services will have no impact on the operating budget.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Water Service Charges	\$53,000	\$68,000	\$68,000	\$68,000	\$68,000	\$325,000
GRAND TOTAL	\$53,000	\$68,000	\$68,000	\$68,000	\$68,000	\$325,000
FY22-FY25 FUNDING						
Future projects include the continuation of incorporating improvements from the DEP Source Water Protection Plan, GIS mapping and analysis, distribution hydraulic model updates and specialized site plan review.						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
 <p>The map displays the Cambridge Watershed boundary in blue, covering parts of Lincoln, Lexington, Waltham, Weston, and Wayland. Numerous monitoring sites are marked with colored dots (red, yellow, green) and numbered. A legend at the bottom left identifies the symbols for Passerines, Watershed Divide, MA Towns, Site Plan Review, 2017, Active Site Monitoring, 2017, and Completed Projects, 2017. A scale bar shows 0 to 1.1 miles. The text 'Cambridge Water Department Site Monitoring Report 2017' is visible in the bottom right of the map area.</p>				<p>Prior year funds were used to support the DEP Source Water Protection Plan, GIS mapping and analysis, distribution hydraulic model updates, vulnerability assessment and specialized site plan review.</p>		

HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: DANEHY PARK BENCH AND TABLE REPLACEMENT

FY21 PROJECT DESCRIPTION	CITY COUNCIL GOALS
<p>In FY21, the third and final phase of the bench replacement project will begin to furnish and install the remaining 16 standard and ADA units. In prior years a portion of the total request from the Cambridge Commission for Persons with Disabilities has been allotted to our phased project, which is expected to continue.</p>	

IMPACT ON OPERATING BUDGET

Due to weather, vandalism, and trends in cross training benches and tables at Danehy Park have reached their useful life. Keeping up with both aesthetics and safe use across the park is a challenge that carries significant cost in supplies and labor. Staff has to consistently purchase, paint, reshape and replace more than 76 combined units. Powder coated metal benches are rated for 30 years. Using this type of material would allow the park staff to refocus their effort on a growing demand for the park and would also enhance user experience greatly.

5-YEAR APPROPRIATION PLAN

FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$42,000	\$0	\$0	\$0	\$92,000
GRAND TOTAL	\$50,000	\$42,000	\$0	\$0	\$0	\$92,000

FY22-FY25 FUNDING

After FY22, all benches and tables will have been addressed.





PROJECT VISUAL	STATUS OF PRIOR YEAR PROJECTS
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In FY19, phase 1 of the bench replacement project was completed using \$60,000 in capital funds plus \$52,000 from an existing bond. During FY19, all wooden benches within Danehy Park were replaced with the approved powder coated metal units. In FY20, phase 2 of the project included replacing several clusters of wooden picnic tables with powder coated metal units that also included ADA approved units.



HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: DANEHY PARK MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funding will support annual Danehy Park land and infrastructure repairs, irrigation upgrades and drainage. Project priorities include replacement of the backstop of Saint Peter's baseball field, rebuilding irrigation boxes in 2 locations, and replacing infield material for youth softball fields.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Improvements this year will enhance usability and allow our staff to more efficiently manage the amount of moisture in each of the athletic playing surfaces.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
<p>Future funding will be used to maintain Danehy Park and the increased cost of capital improvements, aging park features and aging equipment.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY20 funding was used for irrigation replacement, infield material replacement and park bench replacement.</p>		





HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: DISABILITY COMMISSION ADA ACCESSIBILITY IMPROVEMENTS

FY21 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>In FY21, the Disability Commission will use \$50,000 to provide ADA compliant picnic tables in city parks, fire pedestals, and universal design equipment to retrofit features in existing parks at the discretion of the Open Space Committee, relevant City Departments, and Community feedback.</p>							
IMPACT ON OPERATING BUDGET							
<p>There is no impact on the operating budget.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL	
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	
FY22-FY25 FUNDING							
<p>The City plans to continue allocating \$50,000 in future years, for ADA accessibility improvements.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>Allocations of \$50,000 have been made for the past 23 years to fund a wide range of projects to improve access for people with disabilities, consistent with ADA requirements. In FY20, ADA capital expenditures included: accessible Picnic Tables and Benches for Danehy Park; working to replace the remaining 50 inaccessible freestanding fire alarm call box pedestals. In addition, several neighborhood playgrounds have been identified for our retrofit program, to upgrade playgrounds and make them more accessible.</p>			



HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: FRESH POND GOLF COURSE IMPROVEMENTS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>In FY21, an allocation of \$30,000 for the Fresh Pond Golf Course will be used to solve issues related to land and irrigation improvements along with course improvements such as metal cast hole markers and layout signs.</p>						  
IMPACT ON OPERATING BUDGET						
<p>Projects should reduce the costs of repair and maintenance calls while keeping up with user load and enhancing natural setting.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
FY22-FY25 FUNDING						
<p>Golf Course revenues will be allocated annually for improvement projects.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>Prior year funding of \$30,000 was used to improve land conditions at the Fresh Pond Golf Course.</p>			





HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: HUMAN SERVICES BUILDINGS REPAIRS

FY21 PROJECT DESCRIPTION							CITY COUNCIL GOALS
<p>FY21 Department of Human Services Programs building maintenance will be used to continue replacing and revitalizing furnishings across 27 Human Service Program Sites/Buildings. Programs have submitted priority lists that will be used to configure a general improvement list. This year's highlighted priorities include revitalizing the ground level of 806 Mass Ave, Cambridge Senior Center, as well as necessary upgrades at both the Frisoli Youth Center and Moses Youth Center as directed by our program licensors.</p>							
IMPACT ON OPERATING BUDGET							
<p>This project should reduce need for replacement furnishings.</p>							
5-YEAR APPROPRIATION PLAN							
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL	
Property Taxes	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	
GRAND TOTAL	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	
FY22-FY25 FUNDING							
<p>Funding in the out years will be used to maintain Human Services buildings as needed.</p>							
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS			
				<p>FY20 funding has been dedicated to the purchase of 76 protective panels for athletic use at the Frisoli, Gately, Moore, and Moses Youth Centers. Additionally, funding is also dedicated to the purchase of 80 locker units at the Frisoli and Russell Youth & Community Centers.</p>			





HUMAN RESOURCES AND DEVELOPMENT

HUMAN SERVICES: WAR MEMORIAL RECREATION CENTER MAINTENANCE

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
FY21 funding will be used to replace larger pool systems, structures and equipment at the War Memorial Recreation Center.						  
IMPACT ON OPERATING BUDGET						
Upgrades and repair will ensure program demand can be met without significant increases in operating costs or interruptions in revenue.						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Departmental Revenue	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
GRAND TOTAL	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$240,000
FY22-FY25 FUNDING						
Future funding will support continued maintenance of the War Memorial Recreation Center.						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>This project was funded in previous years. Funding was used for large filter replacement, structural assessment, and pool system equipment. Examples include; locker room upgrades, diving boards, ADA lift and digital scoring system.</p>			


HUMAN RESOURCES AND DEVELOPMENT

LIBRARY: MAIN LIBRARY BUILDING REPAIRS

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>The Main Library continues to experience peak demand. Main Library patron visits reported to the Board of Library Commissioners through FY19 totaled 553,623. The Library will use FY21 funds for various repairs and improvements to continue to maintain the facility and ensure smooth operations for patrons.</p>						  
IMPACT ON OPERATING BUDGET						
<p>This project will not impact the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$145,000
GRAND TOTAL	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000	\$145,000
FY22-FY25 FUNDING						
<p>Annual allocations will be used to maintain the Main Library building.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>FY 20 funds are scheduled to be used to help fund signage and wayfinding at the Main Library.</p>		



EDUCATION

SCHOOL: BUILDING REPAIRS AND REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>There are repairs and replacements that require immediate attention at schools across the City. Projects will include: roof replacement for the Morse School to combat leakage in the existing roof, repair of Graham and Parks' electrical service, replacement chiller for the Peabody school, replacement of the bi-directional amplifier and antenna at CRLS to fix emergency communication dead spots, and replacement of the black box floor in the CRLS arts building.</p>						<p>\$</p> <p>key</p> <p>truck</p>
IMPACT ON OPERATING BUDGET						
<p>Funding will reduce the number of needed repairs, burden of finding obsolete equipment and improve reliability of the services.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
GRAND TOTAL	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$9,000,000
FY22-FY25 FUNDING						
<p>Future funds will be used across City Schools.</p>						
PROJECT VISUAL			STATUS OF PRIOR YEAR PROJECTS			
			<p>The FY20 allocation was used to fund repairs across Morse, Kennedy Longfellow and the CRLS War Memorial. These funds replaced front entrance doors and framing, an emergency generator, and an update of energy management software to comply with security standards. The City also worked on moving all of its departments from analog phones to voice over internet protocol (VOIP).</p>			




EDUCATION

SCHOOL: FURNITURE REPLACEMENT

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>FY21 funding of \$50,000 will be used to address ongoing needs of schools by replacing aging and broken student desks, chairs, office desks, file cabinets, and cafeteria tables. Replacing a number of classrooms simultaneously allows for more efficient purchasing, uniformity of equipment, and a more favorable learning environment for all students.</p>						
IMPACT ON OPERATING BUDGET						
<p>Maintenance done through the capital budget should reduce emergency repairs and maintenance charged to the operating budget.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Property Taxes	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
GRAND TOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
FY22-FY25 FUNDING						
<p>Future allocations will continue to address school facility maintenance needs.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY20, \$50,000 was used to replace aging desks, chairs and cafeteria tables in the district. Pictured is a learning space in the recently renovated King Open School.</p>		

EDUCATION

SCHOOL: TOBIN MONTESSORI AND VASSAL LANE UPPER SCHOOL

FY21 PROJECT DESCRIPTION						CITY COUNCIL GOALS
<p>This project will provide new facilities for the Tobin Montessori School, Vassal Lane Upper School, Special Start and the Department of Human Services Program's preschool. In addition, the project includes the construction of a 1.5 million gallon underground storm water tank on-site to mitigate street flooding in the neighborhood, and a total reconstruction of Father Callinan Park. The Feasibility Study with the preferred conceptual alternative of the facilities will be completed in FY20 and it is anticipated that schematic design will take place in FY21, along will the commencement of demolition and remediation of the existing building and open space.</p>						 
IMPACT ON OPERATING BUDGET						
<p>The impact on the operating budget will be defined once the design phase of the project is complete.</p>						
5-YEAR APPROPRIATION PLAN						
FUNDING SOURCE	FY21	FY22	FY23	FY24	FY25	TOTAL
Bond Proceeds	\$237,000,000	\$0	\$0	\$0	\$0	\$237,000,000
GRAND TOTAL	\$237,000,000	\$0	\$0	\$0	\$0	\$237,000,000
FY22-FY25 FUNDING						
<p>Funds will be used for design and construction services for the Tobin and Vassal Lane Upper School.</p>						
PROJECT VISUAL				STATUS OF PRIOR YEAR PROJECTS		
				<p>In FY19 \$3,000,000 was allocated for design services with Perkins Eastman to undertake the Feasibility Study and provide ongoing Licensed Site Professional (LSP) and geotechnical services for the project. In FY20, \$10,000,000 was allocated for the continued design, geotechnical, LSP, commissioning and construction management services for the project.</p>		

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APPROPRIATION ORDERS - OPERATING EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED JUNE 15, 2020

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2020

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPRO-RIATION	STATE ASSESS-MENT	GRAND TOTAL
GENERAL GOVERNMENT							
City Clerk	\$1,311,410	\$141,110	\$4,420		\$1,456,940		\$1,456,940
City Council	\$2,115,190	\$61,500	\$75,200		\$2,251,890		\$2,251,890
Election Commission	\$1,237,555	\$333,330	\$5,570		\$1,576,455		\$1,576,455
Employee Benefits	\$28,313,375	\$920,440	\$30,000		\$29,263,815		\$29,263,815
Executive	\$2,928,550	\$1,235,800	\$53,800		\$4,218,150		\$4,218,150
Finance	\$15,284,940	\$7,732,610	\$429,775	\$62,800	\$23,510,125		\$23,510,125
Law	\$2,200,925	\$482,200	\$314,245		\$2,997,370		\$2,997,370
Mayor	\$648,570	\$147,130	\$29,500		\$825,200		\$825,200
Public Celebrations	\$898,165	\$657,150	\$1,325		\$1,556,640		\$1,556,640
Reserve		\$40,000			\$40,000		\$40,000
Total	\$54,938,680	\$11,751,270	\$943,835	\$62,800	\$67,696,585		\$67,696,585
PUBLIC SAFETY							
Animal Commission	\$486,630	\$18,805	\$2,650		\$508,085		\$508,085
Electrical	\$2,009,900	\$811,460	\$15,170	\$50,000	\$2,886,530		\$2,886,530
Emergency Comm.	\$7,985,235	\$541,610	\$55,850	\$25,600	\$8,608,295		\$8,608,295
Fire	\$53,923,665	\$1,591,020	\$626,500	\$145,000	\$56,286,185		\$56,286,185
Inspectional Services	\$3,956,345	\$220,960	\$14,170	\$10,000	\$4,201,475		\$4,201,475
License Commission	\$1,460,240	\$34,520	\$7,520		\$1,502,280		\$1,502,280
Police	\$62,288,535	\$2,529,410	\$382,500	\$725,500	\$65,925,945		\$65,925,945
PRAB		\$1,900	\$4,400		\$6,300		\$6,300
Traffic, Parking & Transportation	\$10,029,425	\$4,417,040	\$61,000	\$90,000	\$14,597,465		\$14,597,465
Total	\$142,139,975	\$10,166,725	\$1,169,760	\$1,046,100	\$154,522,560		\$154,522,560
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$548,200	\$1,095,970	\$3,450		\$1,647,620		\$1,647,620
Community Dev.	\$9,651,040	\$2,650,680	\$61,845	\$48,255	\$12,411,820		\$12,411,820
Debt Service		\$350,000		\$78,504,890	\$78,854,890		\$78,854,890
Historical Comm.	\$751,155	\$51,500	\$1,450		\$804,105		\$804,105
Peace Commission	\$166,180	\$9,125	\$3,050		\$178,355		\$178,355
Public Works	\$30,164,480	\$18,771,065	\$239,530	\$1,000,000	\$50,175,075		\$50,175,075
Total	\$41,281,055	\$22,928,340	\$309,325	\$79,553,145	\$144,071,865		\$144,071,865

APPROPRIATION ORDERS - OPERATING EXPENDITURES

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
HUMAN RESOURCES AND DEVELOPMENT							
Comm. on Women	\$294,045	\$15,985	\$525		\$310,555		\$310,555
Human Rights Comm.	\$493,820	\$48,100	\$2,900		\$544,820		\$544,820
Human Services	\$31,736,100	\$10,255,730	\$102,340	\$40,000	\$42,134,170		\$42,134,170
Library	\$11,931,970	\$3,702,200	\$95,150		\$15,729,320		\$15,729,320
Veterans' Services	\$391,820	\$64,800	\$790,000		\$1,246,620		\$1,246,620
Total	\$44,847,755	\$14,086,815	\$990,915	\$40,000	\$59,965,485		\$59,965,485
CITY TOTAL	\$283,207,465	\$58,933,150	\$3,413,835	\$80,702,045	\$426,256,495		\$426,256,495
EDUCATION							
Education	\$175,833,920	\$36,303,135	\$1,147,380	\$430,300	\$213,714,735		\$213,714,735
Total	\$175,833,920	\$36,303,135	\$1,147,380	\$430,300	\$213,714,735		\$213,714,735
INTERGOVERNMENTAL							
Cambridge Health Alliance		\$7,450,000			\$7,450,000		\$7,450,000
Cherry Sheet						\$27,858,655	\$27,858,655
MWRA		\$27,153,100			\$27,153,100		\$27,153,100
Total		\$34,603,100			\$34,603,100	\$27,858,655	\$62,461,755
GRAND TOTALS	\$459,041,385	\$129,839,385	\$4,561,215	\$81,132,345	\$674,574,330	\$27,858,655	\$702,432,985

APPROPRIATION ORDERS - OPERATING REVENUES

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
GENERAL GOVERNMENT							
City Clerk	\$255,000		\$19,300	\$41,500		\$1,141,140	\$1,456,940
City Council			\$14,110			\$2,237,780	\$2,251,890
Election Commission	\$700		\$82,250			\$1,493,505	\$1,576,455
Employee Benefits			\$13,556,820		\$13,100,000	\$2,606,995	\$29,263,815
Executive	\$40,000	\$215,000	\$163,865			\$3,799,285	\$4,218,150
Finance	\$543,950	\$4,000	\$681,515		\$4,670,000	\$17,610,660	\$23,510,125
Law		\$97,500	\$50,000	\$2,500		\$2,847,370	\$2,997,370
Mayor			\$32,000			\$793,200	\$825,200
Public Celebrations			\$37,200			\$1,519,440	\$1,556,640
Reserve						\$40,000	\$40,000
Total	\$839,650	\$316,500	\$14,637,060	\$44,000	\$17,770,000	\$34,089,375	\$67,696,585
PUBLIC SAFETY							
Animal Commission	\$10,000	\$2,000		\$45,000		\$451,085	\$508,085
Electrical	\$1,070,000		\$207,865	\$22,935	\$30,000	\$1,555,730	\$2,886,530
Emergency Comm.						\$8,608,295	\$8,608,295
Fire	\$1,051,000	\$4,000		\$140,000	\$12,000	\$55,079,185	\$56,286,185
Inspectional Services	\$149,500	\$1,000	\$17,925	\$17,344,000	\$114,840	(\$13,425,790)	\$4,201,475
License Commission	\$22,000	\$6,000	\$65,000	\$2,413,400		(\$1,004,120)	\$1,502,280
Police	\$1,542,355	\$2,903,925	\$856,605	\$126,065	\$80,000	\$60,416,995	\$65,925,945
PRAB						\$6,300	\$6,300
Traffic, Parking & Transportation	\$7,286,690	\$5,893,855		\$1,136,920	\$280,000		\$14,597,465
Total	\$11,131,545	\$8,810,780	\$1,147,395	\$21,228,320	\$516,840	\$111,687,680	\$154,522,560
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Cable Television	\$1,189,940					\$457,680	\$1,647,620
Community Dev.	\$535,395	\$140,000	\$686,590	\$55,000	\$113,125	\$10,881,710	\$12,411,820
Debt Service	\$27,037,840		\$44,505		\$7,000,000	\$44,772,545	\$78,854,890
Historical Comm.					\$1,200	\$802,905	\$804,105
Peace Commission			\$23,450			\$154,905	\$178,355
Public Works	\$7,395,505	\$1,058,195	\$1,316,060	\$1,411,250	\$972,350	\$38,021,715	\$50,175,075
Total	\$36,158,680	\$1,198,195	\$2,070,605	\$1,466,250	\$8,086,675	\$95,091,460	\$144,071,865
HUMAN RESOURCES AND DEVELOPMENT							
Comm. on Women			\$9,960			\$300,595	\$310,555
Human Rights Comm.						\$544,820	\$544,820
Human Services	\$4,765,885		\$656,355			\$36,711,930	\$42,134,170

APPROPRIATION ORDERS - OPERATING REVENUES

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
Library		\$65,000	\$450,625			\$15,213,695	\$15,729,320
Veterans' Services			\$461,385			\$785,235	\$1,246,620
Total	\$4,765,885	\$65,000	\$1,578,325			\$53,556,275	\$59,965,485
CITY TOTAL	\$52,895,760	\$10,390,475	\$19,433,385	\$22,738,570	\$26,373,515	\$294,424,790	\$426,256,495
EDUCATION							
Education	\$75,000	\$100,000	\$23,988,180		\$200,000	\$189,351,555	\$213,714,735
Total	\$75,000	\$100,000	\$23,988,180		\$200,000	\$189,351,555	\$213,714,735
INTERGOVERNMENTAL							
Cambridge Health Alliance						\$7,450,000	\$7,450,000
Cherry Sheet	\$481,300		\$11,132,235			\$16,245,120	\$27,858,655
MWRA	\$27,153,100						\$27,153,100
Total	\$27,634,400		\$11,132,235			\$23,695,120	\$62,461,755
GRAND TOTALS	\$80,605,160	\$10,490,475	\$54,553,800	\$22,738,570	\$26,573,515	\$507,471,465	\$702,432,985

APPROPRIATION ORDERS - WATER FUND

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED JUNE 15, 2020

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2020

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINT.	TRAVEL & TRAINING	EXTRA-ORDINARY EXPENSES	CITY APPROPRIATION	STATE ASSESSMENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$8,224,465	\$4,345,195	\$86,580	\$175,000	\$12,831,240		\$12,831,240

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the Water Fund are to be financed by estimated revenues drawn from the following sources:

DEPARTMENT	CHARGES FOR SERVICES	FINES & FORFEITS	INTER-GOVT. REVENUE	LICENSES & PERMITS	MISC.-REVENUE	TAXES	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT							
Water	\$12,831,240						\$12,831,240

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

CITY COUNCIL, CITY OF CAMBRIDGE
ADOPTED JUNE 15, 2020

Introduced by City Manager Louis A. DePasquale:

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2020

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT	
Finance: E-Gov Projects	\$1,100,000
Finance: Participatory Budgeting	\$1,125,000
Public Celebrations: Public Art Conservation Program	\$35,000
GENERAL GOVERNMENT TOTAL	\$2,260,000
PUBLIC SAFETY	
Electrical: Streetlight Pole Replacement	\$60,000
Traffic: Meter Technology Improvement Program	\$300,000
Traffic: Parking Garage Restoration and Improvements	\$500,000
Traffic: Traffic Signal Program	\$350,000
Traffic: Vision Zero Safety Improvements Fund	\$300,000
PUBLIC SAFETY TOTAL	\$1,510,000
COMMUNITY MAINTENANCE AND DEVELOPMENT	
Cable TV: Media Arts Studio Upgrade	\$141,330
CDD: Economic Development - Biomedical Career Training Program	\$99,000
CDD: Economic Development - Microenterprise Workshops	\$82,000
CDD: Economic Development - Small Business Enhancement & Interior Access Programs	\$91,500
CDD: Economic Development - Storefront Improvements Program	\$200,000
CDD: Housing - Affordable Housing Preservation & Development	\$14,998,630
CDD: Housing - Affordable Housing Project Development	\$110,555
CDD: Housing - Home Improvement Program	\$464,895
CDD: Housing - Housing Mediation Program	\$130,000
CDD: Housing - Housing Rehabilitation Assistance Program	\$337,250
CDD: Housing - Tenant Organizing Services	\$75,000
CDD: Sennott Park Renovations	\$150,000
CDD: Transportation - Electric Vehicle Charging Infrastructure	\$100,000
CDD: Transportation - Bicycle Parking Program	\$50,000
CDD: Transportation - Bicycle Parking Special Projects	\$33,000
CDD: Transportation - Bicycle Spot Improvements	\$25,000
CDD: Transportation - Bus Stop Improvements	\$25,000
CDD: Transportation - Traffic Calming	\$300,000

APPROPRIATION ORDERS - PUBLIC INVESTMENT EXPENDITURES

PROJECT	APPROPRIATIONS
Public Works: Buildings - Energy Efficiency Projects	\$100,000
Public Works: Buildings - Flooring & Furnishings	\$100,000
Public Works: Cemetery Space Optimization and Beautification	\$100,000
Public Works: Harvard Square Kiosk and Plaza Additional Safety Improvements	\$1,908,250
Public Works: Parks - Park Play Area Shade Structures	\$85,000
Public Works: Parks - Park Surfacing Restoration Program	\$100,000
Public Works: Parks - Park Water Conservation Program	\$100,000
Public Works: Parks - Recreational Hard Surface Restoration	\$165,000
Public Works: Sewer/Stormwater - Remedial Construction	\$3,050,000
Public Works: Streets - Complete Streets Reconstruction	\$3,486,530
Public Works: Trees - Emerald Ash Borer Treatment	\$100,000
Public Works: Trees - Park and Cemetery Tree Pruning	\$100,000
Public Works: Trees - Public Shade Tree Investment Program	\$495,000
Water: Fresh Pond Master Plan Implementation	\$250,000
Water: Granular Activated Carbon Filter Media Replacement	\$1,400,000
Water: Hydroelectric Renewable Energy Generation	\$250,000
Water: PC Upgrades	\$20,000
Water: Reservoir Facilities Improvements - Upcountry	\$225,000
Water: Reservoir Gaging Weather Station Maintenance	\$205,000
Water: Water Facility Upgrades	\$78,000
Water: Water Meter Replacement	\$200,000
Water: Water Treatment Plant Equipment & Systems Upgrades	\$899,000
Water: Water Works Construction	\$2,000,000
Water: Watershed Consulting Services	\$53,000
COMMUNITY MAINTENANCE AND DEVELOPMENT TOTAL	\$32,882,940
HUMAN RESOURCES AND DEVELOPMENT	
Human Services: Danehy Park Bench and Table Replacement	\$50,000
Human Services: Danehy Park Maintenance	\$50,000
Human Services: Disability Commission ADA Accessibility Improvements	\$50,000
Human Services: Fresh Pond Golf Course Improvements	\$30,000
Human Services: Human Services Buildings Repairs	\$30,000
Human Services: War Memorial Recreation Center Maintenance	\$48,000
Library: Main Library Building Repairs	\$25,000
HUMAN RESOURCES AND DEVELOPMENT TOTAL	\$283,000
EDUCATION	
School: Furniture Replacement	\$50,000
EDUCATION TOTAL	\$50,000
TOTAL	\$36,985,940

APPROPRIATION ORDERS - PUBLIC INVESTMENT FINANCING PLAN

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the Public Investment Fund are to be financed by estimated revenues drawn from the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE
Chapter 90	\$2,913,530
Community Development Block Grant	\$1,540,200
Departmental Revenue	\$5,217,960
Mitigation Revenue	\$1,908,250
Parking Revenue Fund	\$1,933,000
Property Taxes	\$13,825,000
Sewer Service Charges	\$3,050,000
Street Preservation Offset Fund	\$423,000
Tree Program Revenues	\$495,000
Water Fund Balance	\$1,000,000
Water Service Charges	\$4,680,000
TOTAL	\$36,985,940

GLOSSARY

ABATEMENT. A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

ACCOUNTING SYSTEM. A system of financial recordkeeping that records, classifies, and reports information on the financial status and operation of an organization.

ACCRUAL BASIS. The basis of accounting under which revenues and expenses are recognized when they occur, regardless of the timing of related cash flows.

ADOPTED BUDGET. The resulting budget that has been approved by the City Council. Department expenditures may not exceed their adopted budget amounts without a supplemental appropriation.

AGENCY FUND. A type of fiduciary fund used to account for resources held in purely a custodial capacity for other governments, private organizations, or individuals.

ALLOCATION. The distribution of available monies, personnel, buildings, and equipment among various City departments, divisions, or cost centers.

AMORTIZATION. The gradual elimination of a liability in regular payments over a specified period of time. Such payments must be sufficient to cover both principal and interest. Also includes the writing off of an intangible asset over its projected life.

ANNUAL BUDGET. An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

APPROPRIATION. An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.

ARBITRAGE. The reinvestment of proceeds of tax-exempt securities in materially higher yielding taxable securities. Federal regulations restrict arbitrage of municipal bond proceeds.

ASSESSED VALUATION. A valuation set upon real or personal property by the City's Board of Assessors as a basis for levying taxes.

AUDIT. A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

BALANCED BUDGET. A budget in which receipts are greater than (or equal to) expenditures, as required for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes over a defined budget period.

BASIS OF ACCOUNTING. Timing of when revenues and expenditures will be recorded for financial reporting purposes – when the transaction is recognized in the financial statements.

BASIS OF BUDGETING. Method used to determine when revenues and expenditures are recognized for budgetary purposes.

BOND. A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

BONDS AUTHORIZED AND UNISSUED. Bonds that a government has been authorized to sell but has not sold. Issuance at this point is only contingent upon action by the treasurer.

BOND COUNSEL. An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

BOND ISSUE. Generally, the sale of a certain number of bonds at one time by a governmental unit.

BUDGET CALENDAR. The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

GLOSSARY

BUDGET MESSAGE. A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.

CAPITAL ASSETS. Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

CAPITAL BUDGET. A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

CAPITAL EXPENDITURES. Expenditures which result in the acquisition of, or addition to, capital assets.

CAPITAL FUND. Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities.

CAPITAL IMPROVEMENTS PROGRAM. A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity, and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

CASH BASIS OF ACCOUNTING. Revenues are recorded when cash is received and expenditures are recognized when cash is paid out.

CHAPTER 70. A term for state aid for schools.

CHAPTER 90. A state program that reimburses municipalities the cost of approved capital roadway projects.

CHARGES FOR SERVICES. (Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government, requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

COMMUNITY PRESERVATION ACT (CPA). A state law (MGL Chapter 44B) that allows the City to impose a surcharge of 3% on real estate taxes. Proceeds from the amount raised by the City and matching funds received from the state are used to support the construction and preservation of affordable housing, open space acquisition, and historic preservation. The first \$100,000 of residential property, as well as certain low-income properties, are exempt from this surcharge.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). Financial report that contains at a minimum, three sections (introductory, financial, and statistical) and whose financial section provides information on each individual fund and component unit.

CONSOLIDATED SPENDING. The total amount of expenditures across multiple departments related to specific goals.

COST CENTER. A subunit of a Division. Often referred to as a program, project, or operation.

DEBT AUTHORIZATION. Formal approval to incur debt by municipal officials, in accordance with procedures stated in MGL Chapter 44, specifically sections 2, 3, 4, and 6-15.

DEBT BURDEN. The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

GLOSSARY

DEBT LIMIT. The general debt limit of a city consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. Certain categories of debt are exempt from these limits.

DEBT SERVICE. Payment of interest and principal to holders of a government's debt instruments.

DEBT STABILIZATION FUND. A fund designed to accumulate amounts set aside to help offset a portion of future debt service on large, tax-supported projects.

DEFICIT. The excess of budget expenditures over receipts. The City charter requires a balanced budget.

DEPARTMENT. A principal, functional, and administrative entity created by statute and/or the City Manager to carry out specified public services.

DEPRECIATION. A method of allocating the cost of a tangible asset over its useful life. This is done for accounting purposes.

DIRECT DEBT. Debt of the government preparing statistical information, in contrast to debt of other, overlapping governments.

DIVISION. A unit within a department that focuses on a specific subset of the department's public services.

EARLY CHILDHOOD. A stage of human development from birth until kindergarten.

E-GOV. The City's IT Governance Model. The model is to ensure that IT spending decisions reflect the goals of the City through a set of principles and criteria.

ENCUMBRANCE. Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved.

ENTERPRISE FUND. A proprietary fund type used to report an activity for which a fee is charged to external users for goods and services.

ENVISION CAMBRIDGE. A community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge.

EQUALIZED VALUATIONS. The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. Equalized valuations have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs.

EQUITY. The presence of impartial access to opportunities, resources and supports and the absence of disparities, biases, and barriers that are systematically associated with social and historical advantage and disadvantage.

EXCESS LEVY CAPACITY. The difference between the levy limit under Proposition 2½ and the amount of real and personal property taxes actually levied in a given year. Annually, the Council must be informed of excess levying capacity and evidence of their acknowledgement must be submitted to the state Department of Revenue when setting the tax rate.

EXPENDITURES. The amount of money, cash, or checks actually paid or obligated for payment from the treasury. Expenditures are categorized in accordance with Massachusetts General Laws and the Uniform Massachusetts Accounting System. Categories are Salary and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures.

EXTRAORDINARY EXPENDITURES. A line item encompassing expenditures related to major maintenance, the cost of equipment, debt service, and similar costs.

GLOSSARY

FIDUCIARY FUND. Funds used to report assets held in a trustee or agency capacity for others and which cannot be used to support the government's own programs. Categories include pension, investment, and agency funds.

FINES & FORFEITS. Fines and any associated penalties levied for violations of the municipal code.

FISCAL YEAR. The 12-month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends (e.g. FY20 ends June 30, 2020).

FREE CASH. Funds remaining from the operations of the previous fiscal year that are certified by the state Department of Revenue's Director of Accounts as available for appropriation. 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. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as Free Cash.

FUND. A set of interrelated accounts which record assets and liabilities related to a specific purpose.

FUND ACCOUNTING. A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Governmental accounting systems are organized and operated on a fund basis.

FUND BALANCE. The excess of assets of a fund over its liabilities and reserves. Fund balances are classified as non-spendable, restricted, committed, assigned, and unassigned based on the relative strength of constraints that control how specific amounts can be spent.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GENERAL FUND. The chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS. Bonds issued by a municipality that are backed by the full faith and credit of its taxing authority.

GEOGRAPHICAL INFORMATION SYSTEM (GIS). Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area, or community-wide basis.

GOVERNMENTAL FUNDS. Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

GRANT. A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

HOTEL/MOTEL EXCISE. A tax on short-term room occupancy at hotels, motels, lodging houses, and short-term rentals.

INCLUSION. The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and have unobstructed access to participation. An inclusive and welcoming climate embraces differences and values all people in words and in actions.

INTEREST. Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

GLOSSARY

INTERFUND TRANSACTIONS. Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

INTERGOVERNMENTAL REVENUE. Includes federal and state grants, other governmental revenue and State Aid revenue. Examples include Cherry Sheet revenue, Community Development Block Grant, and Unrestricted General Government Aid.

INTERNAL SERVICE FUNDS. Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government on a cost-reimbursement basis.

LEVY LIMIT. The maximum amount of tax a community can levy in a given year under Proposition 2½. The limit can grow each year by 2.5% of the prior year's levy limit, plus new growth and any overrides. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

LICENSE & PERMIT FEES. The charges related to regulatory activities and privileges granted by government in connection with regulations.

LINE ITEM. Categories of expenditures of related types, including Salaries and Wages, Other Ordinary Maintenance, Travel and Training, and Extraordinary Expenditures. Funds budgeted in one line cannot transferred to a different line without an appropriation.

MAJOR FUND. A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

MASSACHUSETTS CLEAN WATER TRUST (MCWT). The MCWT improves the water quality in the Commonwealth through the provision of low-cost capital financing to cities, towns, and other eligible entities, and maintains stewardship of public funds with prudence, professionalism, and integrity.

MASSACHUSETTS WATER RESOURCES AUTHORITY (MWRA). The MWRA is a public authority that provides wholesale water and sewer services to metropolitan Boston area communities.

MEALS EXCISE. Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the city by a vendor.

MISSION. A general statement of a division's overarching public purpose.

MODIFIED ACCRUAL BASIS. The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures in the current period. Expenditures are recognized when the related fund liability is incurred, except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

N/A. Information is not available or not applicable.

NET ASSETS. The difference between the assets and liabilities of proprietary funds. Classifications include unrestricted, invested in capital, net of related debt, and restricted assets.

NET ZERO. A building with zero net energy consumption. The total amount of energy used by the building on an annual basis is approximately equal to the amount of renewable energy created on the site.

GLOSSARY

NON-TAX REVENUE. All revenue coming from non-tax sources, including licenses and permits, intergovernmental revenue, charges for services, fines and forfeits, and various other miscellaneous revenue.

NOTE. A short-term written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date with interest at a specified rate.

OBJECTIVE. An intended outcome of a division's activities.

OFFICIAL STATEMENT. A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer.

OPERATING BUDGET. A plan of financial operation embodying an estimate of proposed expenditures for a given period for regular activities and the proposed means of financing them.

OTHER ORDINARY MAINTENANCE. A budget line item encompassing expenditures related to professional and technical services, expendable supplies, energy costs, communication costs, minor maintenance, and other similar costs.

OTHER POST-EMPLOYMENT BENEFITS (OPEB). Benefits received by an employee when during retirement, including health care and life insurance premiums, in accordance with state statute and City ordinance.

OVERLAY. The amount raised by the assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions.

PART 1 CRIMES. Crimes considered by the FBI to be the most serious. They include violent crimes and property crimes.

PARTICIPATORY BUDGETING. A democratic process in which residents directly decide how to spend part of a public budget.

PAY-AS-YOU-GO FUNDS. The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

PERFORMANCE MEASURE. An instrument for determining the degree to which a department or division executes an action or task. The degree of goal fulfillment achieved by programs.

POLICY. A definite course of action adopted after a review of information, directed at the realization of goals.

PROCEDURE. A method used in carrying out a policy or plan of action.

PROGRAM. Group of activities, operations, or organizational units directed to attaining specific purposes and objectives.

PROPOSITION 2½. A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2.5% of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap of 2.5% on the increase in the property tax levy.

PROPRIETARY FUNDS. Funds that focus on the determination of operating income, changes in net assets, financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PURCHASE ORDER. A document issued to authorize a vendor to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

RATING AGENCIES. This term usually refers to Moody's Investors Service, S&P Global Ratings, and Fitch Ratings. These are the three major agencies that issue credit ratings on the City's municipal bonds.

GLOSSARY

REFUNDING. Issuance of new debt whose proceeds are used to repay previously issued debt. When interest rates fall, issuers can exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

REGISTERED BONDS. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

RESERVED FUND BALANCE. Portion of a governmental fund's net assets that is not available for appropriation.

RESILIENCE. The capacity of the community to respond to adversities caused by social, economic, political, and environmental factors.

RESTRICTED ASSETS. Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, or contributors; or imposed by law.

REVENUE. Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

REVOLVING FUND. A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

SALARIES AND WAGES. A line item encompassing expenditures associated with employee compensation, including salaries, health insurance, pensions, and other similar costs.

SERVICE LEVEL. The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

SERVICE PROGRAM. A planned agenda for providing benefits to citizens.

SPECIAL REVENUE FUND. Governmental fund type used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

SUBMITTED BUDGET. The proposed budget that has been approved by the City Manager and forwarded to the City Council for approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the City charter.

SUPPLEMENTAL APPROPRIATIONS. Appropriations made by the City Council, after an initial appropriation, to cover expenditures beyond original estimates.

SUSTAINABILITY. The means to most efficiently utilize today's resources without negatively impacting future generations.

TAX ANTICIPATION NOTES. Short-term interest-bearing note issued by a government in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

TAX RATE. The amount of tax levy stated per \$1,000 in value of the tax base. There are three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other commercial, industrial, and personal property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 175% of the full rate. Property may not be classified until the state Department of Revenue has certified that all property has been assessed at its full value.

GLOSSARY

TRAVEL AND TRAINING. A line item encompassing expenditures related to dues and subscriptions, professional development for employees, business travel, judgments and damages, worker's compensation payments, and similar costs.

TRUE INTEREST COST (TIC). The actual cost of issuing a bond. The TIC is the yearly cost for obtaining debt financing, expressed as a proportion of the total debt amount. All charges related to the bond are included; for example, all ancillary fees and costs such as discount points and prepaid interest, as well as factors related to the time value of money.

UNASSIGNED FUND BALANCE. The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications, which normally are restricted or committed.

UNIT COST. The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

UNRESTRICTED GENERAL GOVERNMENT AID (UGGA). Portions of local aid that the City has discretion to allocate, in contrast with restricted categories such as school or library aid.

VALUATION. The monetary value of real and personal property as calculated by the assessor. By state law, all real and personal property must be assessed at 100% of market value for taxation purposes. Proposition 2½ sets the City's tax levy limit at 2.5% of the assessed full market value of all taxable property.

VISION ZERO. A strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. The City Council adopted Vision Zero in March 2016.

ZERO WASTE MASTER PLAN. A plan to guide City's recycling, compost, and trash program to reach a goal of reducing trash by 30% by 2020 and by 80% by 2050 from a 2008 baseline.

ACRONYM TABLE

ACS	American Community Survey
ADA	Americans with Disabilities Act
ASD	Autism Spectrum Disorder
AV	Audiovisual
B-3	Birth to Third Grade Partnership (Human Services)
BHCC	Bunker Hill Community College
BID	Business Improvement District
BZA	Board of Zoning Appeal
CAC	Cambridge Arts Council
CAFR	Comprehensive Annual Financial Report
CAU	Crime Analysis Unit (Police)
C-CAN	Cambridge Coordinated Access Network
CCE	Cambridge Community Electricity
CCPR	Climate Change Preparedness and Resilience
CCSW	Cambridge Commission on the Status of Women
CCTV	Cambridge Community Television
CCVA	Climate Change Vulnerability Assessment
CD	Certified Deposit
CDBG	Community Development Block Grant
CDD	Community Development Department
CEA	Cambridge Energy Alliance
CEII	Cambridge Equity & Inclusion Initiative
CEP	Cambridge Employment Program (Human Services)
CET	Community Engagement Team (Human Services)
CFD	Cambridge Fire Department
CHA	Cambridge Health Alliance
CHC	Cambridge Historical Commission
CHRC	Cambridge Human Rights Commission
CI	Certificate of Inspection
CIPP	Cured-in-place Pipe
CIRC	Commission on Immigrant Rights and Citizenship (Human Rights Commission)
CLC	Community Learning Center (Human Services)
CMR	Code of Massachusetts Regulations
CMT	Constant Maturity Treasury
CNA	Certified Nursing Assistant
CO	Certificate of Occupancy
COA	Council on Aging (Human Services)
CoC	Cambridge Continuum of Care
COFI	Cost of Funds Index
COT	Cambridge Office for Tourism (Executive)
COU	Community Outreach Unit (Police)
CPA	Community Preservation Act
CPD	Cambridge Police Department
CPHD	Cambridge Public Health Department
CPS	Cambridge Public Schools
CRLS	Cambridge Rindge and Latin School

ACRONYM TABLE

CRM	Customer Relationship Management
CS	Community School (Human Services)
CSArt	Community Supported Art
CSI	College Success Initiative (Human Services); Community Safety Initiative (Police)
CWD	Cambridge Water Department
CYP	Cambridge Youth Programs (Human Services)
d/b/a	Doing business as
DEP	Massachusetts Department of Environmental Protection
DGBVPI	Domestic and Gender-Based Violence Prevention Initiative (Executive)
DHCD	Massachusetts Department of Housing and Community Development
DHSP	Department of Human Service Programs
DOR	Massachusetts Department of Revenue
DPW	Department of Public Works
DV	Domestic Violence
EAB	Emerald Ash Borer
ECC	Emergency Communications Center
ECD	Emergency Communications Department
ECKOS	Eastern Cambridge/Kendall Square Open Space
EF	Education First
EFT	Electronic Funds Transfer
E-Gov	The City's IT governance model
ELA	English Language Arts
EMS	Emergency Medical Services
EOLWD	Executive Office of Labor and Workforce Development
EOPSS	Massachusetts Executive Office of Public Safety and Security
EPA	U.S. Environmental Protection Agency
EPAC	Emergency Preparedness and Coordination (Fire)
ESOL	English for Speakers of Other Languages
EV	Electric Vehicle
EVSE	Electric Vehicle Supply Equipment
FBI	Federal Bureau of Investigation
FDU	Focused Deterrence Unit (Police)
FEMA	Federal Emergency Management Association
FHAP	Fair Housing Assistance Program
FHO	Fair Housing Ordinance
FJU	Family Justice Unit (Police)
FTE	Full Time Employee
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information Systems
GPL	Harvard University's Government Performance Lab
GPS	Global Positioning System
Hazmat	Hazardous Materials

ACRONYM TABLE

HHA	Home Health Aide
HiSET/GED	High School Diploma/General Education Development
HMO	Health Maintenance Organization
HOME	HUD HOME Investment Partnerships Program
HRO	Human Rights Ordinance
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
HVE	High-Visibility Enforcement
IEP	Individualized Education Plan
ISD	Inspectional Services Department
ISL	Immigrant Services Liaison
ISO	Insurance Services Office
IT	Information Technology
ITD	Information Technology Department (Finance)
JAS	Just-A-Start Corporation
K	Thousand
KOED	King Open Extended Day
kW	Kilowatt
kWH	Kilowatt-hours
LED	Light Emitting Diode
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, Plus
LLC	Limited Liability Company
LSP	Licensed Site Professional
M	Million
MA	Massachusetts
MAPC	Metropolitan Area Planning Council
MassDOT	Massachusetts Department of Transportation
MBTA	Massachusetts Bay Transportation Authority
MCC	Massachusetts Cultural Council
MCWT	Massachusetts Clean Water Trust
MFIP	Municipal Facilities Improvement Plan
MGL	Massachusetts General Laws
MIS	Management Information System
MIT	Massachusetts Institute of Technology
MPH	Miles per hour
MPTC	Massachusetts Police Training Council
MSA	Metropolitan Statistical Area
MSN	Middle School Network
MSPCA	Massachusetts Society for the Prevention of Cruelty to Animals
MSYEP	Mayor's Summer Youth Employment Program (Human Services)
MUNIS	Municipal Uniform Information System
MV	Motor Vehicle
MWPA	Massachusetts Wetlands Protection Act
MWRA	Massachusetts Water Resources Authority
NECTA	New England City and Town Area
NRS	Neighborhood Revitalization Strategy

ACRONYM TABLE

OIE	Office of Equity and Inclusion
OOM	Other Ordinary Maintenance
OPEB	Other Post-Employment Benefits
OST	Out-of-School Time
OWD	Office of Workforce Development (Human Services)
PAIR	Political Asylum and Immigrant Representation
PB	Participatory Budgeting
PC	Personal Computer
PDI	Police Data Initiative
PEG	Public Education Government
PERAC	Public Employee Retirement Administration Commission
PH	Public Health
PHAB	Public Health Accreditation Board
PILOT	Payments In-Lieu-Of Tax
PIO	Public Information Office (Executive)
PR	Proportional Representation
PRAB	Police Review and Advisory Board
PRC	E-Gov Project Review Committee
PSAP	Public Safety Answering Position
PSIT	Public Safety Information Technology (Emergency Communications)
PTDM	Parking and Transportation Demand Management
PUD	Planned Unit Development
PV	Photovoltaic
RFQ	Request for Qualifications
RHP	Recruitment, Hiring and Promotion
RMV	Registry of Motor Vehicles
RWH	Robert W. Healy Public Safety Building
SAFE	Student Awareness of Fire Education
SART	Sexual Assault Response Team
SCADA	Supervisory Control and Data Acquisition
SEL	Social Emotional Learning
SIU	Special Investigations Unit (Police)
SJU	Social Justice Unit (Police)
SLA	Service Level Agreement
SOGI	Sexual Orientation Gender Identity
SRT	Special Response Team (Police)
STEAM	Science, Technology, Engineering, Arts, and Math
SY	School Year
TEU	Traffic Enforcement Unit (Police)
TIC	True Interest Cost
TNC	Transportation Network Company
TPF	Tactical Patrol Force (Police)
TP&T	Traffic, Parking & Transportation
TSD	Technical Services Division (Fire)
UASI	Urban Area Security Initiative
UFMP	Urban Forest Master Plan

ACRONYM TABLE

UGGA	Unrestricted General Government Aid
US	United States
USGS	United States Geological Survey
VA	U.S. Department of Veterans Affairs
VLRC	Veterans' Life and Recreation Center
VNM	Virtual Net Metering
VoIP	Voice over Internet Protocol
WTO	Water Treatment Operations (Water)
YFSU	Youth/Family Services Unit (Police)
YRO	Youth Resource Officer (Police)

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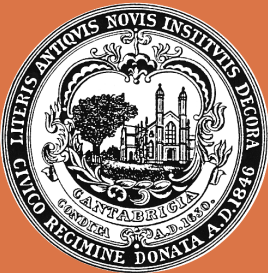
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