



# FINANCE COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

Tuesday, May 7, 2019

9:00 AM

Sullivan Chamber

795 Massachusetts Avenue  
Cambridge, MA 02139

### I. Call to Order

Attendee Name	Present	Absent	Late	Arrived
Dennis J. Carlone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Burhan Azeem	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Alanna Mallon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sumbul Siddiqui	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Denise Simmons	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Quinton Zondervan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Minutes Acceptance: Minutes of May 7, 2019 9:00 AM (Committee Reports)



**CAMBRIDGE CITY COUNCIL**

**CAMBRIDGE CITY COUNCIL FINANCE COMMITTEE**

MAYOR MARC C. McGOVERN, CHAIR

COMMITTEE MEETING

TRANSCRIPT OF PROCEEDINGS

May 7, 2019

9:00 AM, SULLIVAN CHAMBER

Minutes Acceptance: Minutes of May 7, 2019 9:00 AM (Committee Reports)

**MAYOR MARC McGOVERN:** Good morning. A quorum of the finance committee being present. I call today's meeting to order. I'll read the call of the meeting. The committee on finance will conduct public hearings on the city and school budgets covering the fiscal period of July 1st, 2019 to June 30th, 2020. These hearings will be held in the Sullivan Chamber City Hall, broadcast on the municipal cable station, and will follow the schedule outline below. The proposed budget will include recommendations from the City Manager concerning capital and operating budgets. All interested individuals are invited to attend and be heard and or submit written testimony. Those wishing to testify may do so either at the beginning or conclusion of each day's hearings.

Copies of the budget may be viewed at the branch libraries and will be available at the Budget Office at City Hall on or after April 22nd, 2019. Additionally, the budget will be available on the internet through the city home webpage, [cambridgema.gov](http://cambridgema.gov). Today, I'm going to be chairing until Councillor Simmons arrives, who is -- she is the finance chair. Today, the budgets, the department budgets that have been pulled include; the Cambridge Health

Alliance, Public Works, the Water Department, Community Development, Cable TV, Library, Human Services and Public Investment Section.

The departments that have not been pulled. And I will entertain a motion to forward these to the full City Council with a favorable recommendation. Include the Peace Commission and the Police Review Advisory Board, Historical Commission, Debt Service, Women's Commission, Human Rights Commission, Veterans Services, MWRA, Cherry Sheet, city overview section, financial summary section and review section. Is there a motion to move these to the full City Council? So moved by Vice Mayor Devereux. All those in favor say, aye. Those oppose, nay. The aye's have it. And those are moved to the full City Council with a favorable recommendation. We now [inaudible 00:07:53] -- yes, public comment, but I don't see -- you guys will be up here in a minute.

I don't see any members of the public who are here right now. Maybe we will keep it open for a little bit. With that, we will go to the first department poll, which is the Cambridge Health Alliance. This was pulled by Councillor Zondervan. Please come on up, introduce



yourselves and take it from there.

**CHA CEO PATRICK WARDELL:** Good morning. I'm Patrick Wardell, the CEO of the Cambridge Health Alliance, and the Commissioner of Public Health at the City of Cambridge.

**CHA CPHO CLAUDE JACOB:** Good morning. Claude Jacob, Chief Public Health Officer, Cambridge Health Alliance, with the Cambridge Public Health Department.

**MAYOR MARC McGOVERN:** Thank you. Mr. Manager, did you want say anything? You want to go straight to questions?

**CITY MANAGER LOUIS A. DePASQUALE:** We can go straight to the questions.

**MAYOR MARC McGOVERN:** Okay. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you, Mr. Mayor. And through you. So, it, it's an -- that's a little bit confusing, the health department versus the Health Alliance and the -- and the hospital. So can you explain to me, this budget is only reflecting the Cambridge Department, not the hospital operations. Is that right?

**CITY MANAGER LOUIS A. DePASQUALE:** That's correct. So, I, I will just say through you, Mr. Chairman but I'll dug into the details. We have a contract with the Health Alliance, and this is the amount of money that we put

towards the Health Alliance. It's a contract that runs through 2024. So that's in -- that really goes to help support the health department as part of the Health Alliance. But in terms of the details of the operation, I'll leave it up. But that's how this dollar amount, that's arrived sure contract.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Got it. Thank you. And within that budget, I, I was looking at the public and community health services, and it, it just felt really like not a lot of money to me. So, if, if you could just explain what these programs are and, and if there's opportunities for us to, to do more if, if we had more money towards those programs.

**CHA CPHO CLAUDE JACOB:** Okay. To you Mr. Mayor, to Councillor Zondervan. So, thank you. Again, Claude Jacob with the Cambridge Home Health Department. I would say in broad strokes, what you see reflected in the budget are help support over 30 different program areas. We, half our staff are clinical by function. So, the public health nurses, the school health nurses. The school health nurses are probably the least visible because they're deployed in all the public schools. Our priority areas align with the

community health improvement plan. So, all our work around substance abuse programming, all our work around healthy eating, active living, our work around violence prevention, education. We have a substantial regulatory program. So, all the licensing that we do with the facilities around the city.

We do work hand in hand with the Inspection Services Department, so I could go down the list, but I would say in broad strokes, we are well supported by scale. You know, over 80% of the operating budget comes directly from this earmark. There's a compliment with grants and fees that we generate. But in terms of other needs, I can tell you that, because now we are nationally accredited, a lot of this we've re-engineered, to help support our quality improvement efforts in the department.

So, in the end, we have not asked for anything else. We did receive an increase for this coming July 1, and that will help support our efforts at the department.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. And I was specifically looking at the category CHA Public and Community Health Services. So, the Cambridge Teen Health Center, about \$200,000. Healthcare for the homeless, about

\$600,000. Institute for Community Health, \$73,000. So, these were broken out, but, but those, it just seemed like, you know, can we do more? Like if we spend a million dollars, would we help more homeless, folks with their, with their health? So that, that's really my question.

**CHA CPHO CLAUDE JACOB:** Got it. So those particular line items I do not oversee. They are part of the contract with the Cambridge Health Alliance. We do work hand in hand. The Teen Health Center, for example, is co-located with two of our school health nurses over at the high school. But operationally, I couldn't comment more about the needs for healthcare for the homeless, although we do partner in all the initiatives with them, our outreach efforts. But if it's an ask a, a request, I couldn't tell you right now what else that they would need, but I could find out.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Okay. Thanks. So, so how is that operationalized? Who, who does that, that work?

**CHA CPHO CLAUDE JACOB:** So, the, so the Teen Health Center, for example, is administered within the ambulatory department, within the Cambridge Health Alliance. So, it's treated as one of our ambulatory sites. So that's one

example. Healthcare for the homeless. We work hand in hand with that program in terms of our outreach functions across the city, but that's administered within the Department of Community Health Improvement within CHA. So, it's a matrix relationship. It's just doesn't sit with our department.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Okay. Thank you.

**MAYOR MARC McGOVERN:** Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Thank you. Through you. I think maybe what Councillor Zondervan is getting at is, so there's a contract through 2024, and is that, is the, the rate of the city's payment to the Health Alliance sort of pre-negotiated, or is there an annual increase? How does that work?

**CITY MANAGER LOUIS A. DePASQUALE:** So, at the time of the contract, City Manager sits down with the Health Alliance and determine what, in working with the Health Alliance would be an appropriate increase in trying to balance out where we see the budget going. So, if you take a look at the current contract in 2024, the number goes up to \$7.9 million. So, it's really been a -- as someone who's been part of this as finance chair for a long time, the relationship between the health department and City Manager

have, is really been one of working together and coming up with numbers that we feel is appropriate to continue to support. So, it's really been a good partnership. The one thing I would say about the health department, especially Claude, is he -- his work with Police Department, Human Services and many city departments has been second to none. He really has been a key player in a lot of areas, working with a lot of departments, and something that we really appreciate. And the same thing with Pat. I mean, it really is a team effort.

This budget is tricky because of the way it falls. It's really just a contribution. It's truly not even a really good picture of what all they do. It's just, but there is a supplement, but it is a very strong working relationship. And I think in the past, the, the manager and myself, and I think the help would say that this is a very fair and reasonable contribution that the manager has committed through the years.

**VICE MAYOR JAN DEVEREUX:** Thank you. I, I don't think anyone is -- you know, I didn't think everybody's very pleased with the work that Claude and his team do. I don't. There's no -- I think, what we want to make sure is that

we're obviously giving you all the resources that you could use. And so, we're at 7.35 this year. So, you're saying five years from now, we would go up by about \$600,000 to about 7.9. So, you know, I mean, healthcare costs go up, salaries go up. I mean, that seems like a certainly a reasonable increase, but it doesn't signal to me that there's going to be significant new programs in that it's sort of keeping it more or less as is and potentially adding smaller things. Is that an accurate description of how that's, that contract is negotiated?

**CITY MANAGER LOUIS A. DePASQUALE:** I would say yes. The benefit is an increase of about a \$100,000 to \$150,000. It, it is important to recognize though this budget isn't fully true, the City Manager's agreement. They also have a budget review with the hospital itself. So, it's not that this is the only funds, it's, it's just been an arrangement where the manager felt where we were making a contribution, it should be somewhat tied to what the Health Alliance budget is. But the commissioner works with Claude to come up with what's the appropriate budget for the department. And some of it is supported by the health, by the hospital as well. So, it's, it's a little tricky situation, to be

honest. It's not the full picture. So, I can appreciate the questions. (Laughs).

**VICE MAYOR JAN DEVEREUX:** No, I, I understand that, and that's, that's the difficulty of our position with this whole budget, is that we, you know, spend a week looking through this 900-page book and try to figure out what the heck is going on. So, thanks. (Laughs).

**MAYOR MARC McGOVERN:** Pleasure of the council.  
Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you, Mr. Mayor. Through you to the commissioner. It is just as the Vice Mayor said, it is just a picture. So, I know the hospital opened up a psychiatric outpatient service. And I happened to be there that day. How, how is that going if I could ask? There was a lot of excitement about what that would offer. Could you just give us an update on that?

**CHA CEO PATRICK WARDELL:** Certainly. The -- actually over the last year, we've opened up two new major sites for mental health. One in Everett and one in Revere, which has taken some of the, the burden off of the facility that we have on Central Street Somerville. In addition to that, over the last year, through, through efforts made by staff,



we have managed to dramatically increase the number of patients that can be seen by the same number of clinicians. It had to do with no-shows and other technical things I won't, won't go into. But we find that, no sooner do we open up facilities for mental health than they are -- the slots are instantly filled.

It has been a dramatic failure, I think of the reimbursement system, that they make it as difficult as they do for patients to get behavioral healthcare.

**CHA CEO PATRICK WARDELL:** But what we've found is that the, when you open the facility, when you let the primary care physicians know these services are now much more available than they had been, that they quickly become oversubscribed. So, the good news is that far more people now are getting these services than I had just a few years ago. The bad news is that, it is still a bottomless need then. It's something that, you know, we are careful to, make sure we are supporting, the, the steady growth and increase, not only of slots for patients, but also availability into specialized programs, which we have done over the last five years.

So, it's, it's probably been the, the most important

area in terms of, of, satisfying need, identifying need, and making certain that we're creating facilities, and recruiting behavioral health specialists of various license, in order to serve the public and the communities where we serve.

**COUNCILLOR DENNIS J. CARLONE:** Thank you. Thank you, Mr. Mayor.

**MAYOR MARC McGOVERN:** Yeah. Pleasure to the council. Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Mr. Chair, through you to Mr. Wardell. I just wanted to quickly bring up the fact that you will be retiring, next month. And I'm wondering if you can just talk to us a little bit about your succession planning, what the plan is. I know that there's a lot of physicians and employees at the Health Alliance that are a little nervous right now about the leadership change. So, I, I, I don't know if you or any of the board members can speak about what the next steps are and, and what the plans are for the next, the next Pat Ward out.

**CHA CEO PATRICK WARDELL:** Oh, my. And Lou may have a comment on this as well. The, the, the board has identified

and is -- we're now working with a search firm, Isaacson Miller, to collaborate on identifying candidates and ultimately selecting a, a new CEO for the facility. The -- at the March, at the May 21st meeting, which is coming up in two weeks, the board executive committee has identified someone internally who would serve as the, interim after I depart at the end of June. And I'm not at liberty to say who that is because obviously the board needs to, determine whether this is the, the correct candidate or not.

I would expect that it will take a number of months to identify and then some period of time for that person to give notice. So, I would expect that there will be an interim leader at CHA. Someone who's intimately knowledgeable of all the things that we do, and can make certain that we continue those, those processes. And it'll probably not be until December, probably January at the earliest that someone will be identified and in place.

**COUNCILLOR ALANNA M. MALLON:** Thank you. Through you, Mr. Chair. How will this information be communicated to the staff and the physicians at CHA? After the 521 meeting?

**CHA CEO PATRICK WARDELL:** We have 12 different medical departments. I've spoken to the leadership in each of those

areas to let them know what the process looks like and who the likely candidate is. So that, if there isn't a need to know prior to the board selection that, we are keeping people as informed as we can. So, we're not saying anything public about it, but I have had those conversations. The expectation is that both the departmental leadership, will be informed immediately after the decision is made by the board and that we would put together materials for them, so that they're able to talk to their, their specialists in, in those areas about what the process will look like and who the interim person will be.

**MAYOR MARC McGOVERN:** Mr. Manager.

**CITY MANAGER LOUIS A. DePASQUALE:** Mr. Mayor. So, we had an executive committee on this at 7:30 this morning. Everything is in place, not only to tell the employees, but I think it's important to tell the elected officials in this area too. So, we have made in his executive committee a recommendation for the acting. Once that is voted on by the board, there is a plan in place to get the information out. Pat has been working on the information where he felt it was appropriate, but as soon as that, we, we had a meeting today to say, how do we make everybody aware what

we're doing moving forward?

I will tell you that on the committee right now, both myself and Ellen Simmons will be serving on that committee as well. So, Alan, I, I will say, now that you mentioned that Pat is retiring, I just want to thank Pat. I was on the interview committee when Pat was hired, and Pat aggressively said that he thought he could turn the Health Alliance into a black running operation after many, many, many, many years of running in the red. And I said, "Good, good luck, and I hope you can do it." And he did it. And I don't think we can underestimate the work and the change and everything in terms of making sure the missions stayed important, but the turning this operation into a revenue balancing, actually positive operation. And I think that will have impact terms now in terms of recruiting people to come, because it is self-sufficient.

And Pat has really led the charge to make that happen as, as well as a lot of other areas. But I really want to thank Pat for that, because this was an operation that had not seen black for many, many, many years. And it's on -- we're on our third straight year of being in the positive. And that's an incredible accomplishment. So, I just want to

thank him for that as well.

**MAYOR MARC McGOVERN:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Mr. Chair.

And thank you Mr. DePasquale for bringing that up. I'm appreciative as well, and I wish you the best of luck in your future endeavors. I just wanted to say lastly that I have suggested to the board of directors that they do an extensive climate survey of existing employees just to get a feel for what the next leadership should look like, and what people are sort of feeling, that the next, this next wave is going to look like.

So, I, I really want to say that publicly, because I think it's critically important as we -- as Isaacson Miller goes to look for the next leader of the Cambridge Health Alliance, that we have a clear understanding of the climate and how the leadership could take this to the next level. So, thank you.

**MAYOR MARC McGOVERN:** Thank you. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you Mr. Mayor. Just wanted to be clear that I wasn't being critical. I, I certainly deeply appreciate the work that CHA is doing, and, and precisely for that reason, I want you to be able

to do more. And particularly on the, on the community outreach side and community health. I, I think it's, it's fabulous and, and certainly appreciate commissioner's work in terms of making the organization self-sufficient financially. I think that's, that's a, a great achievement. Where I would like us to invest more as a community is in providing health, healthcare to folks who can't contribute financially, and who really need that, that extra help. So, you know, I am concerned that if our contribution is essentially fixed for the next five years, that we're missing out on opportunities to provide additional care to most vulnerable populations. So, you know, I guess I'll -- for the conversations with you and in the future to see how we can do more. Thank you.

**MAYOR MARC McGOVERN:** Councillor Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Thank you, Mr. Mayor. Through you to Mr. Jacobs or anyone that can answer this question, I see that we have the, the Teen Oriented Healthy Smiles program. As someone who has recently run out of dental insurance, because I used it all up, and is busy putting his dentists' kids through college with all my dental problems. Do we have other programs for dental

health? Because if you don't have money, you don't have insurance, it seems like you're sort of out of luck. And we have other health programs, but often dental issues are sort of subsumed too.

**MAYOR MARC McGOVERN:** Mr. Jacobs.

**CHA CPHO CLAUDE JACOB:** Sure. Through you, Mr. Mayor. When you say other programs, so the Cambridge Healthy Miles program has been around for over 20 years. We are in the public schools. We do offer screenings. We do provide education working closely with the school nurses. But in terms of other programming, we do work with the Forsyth, the Forsyth Institute. We do work with other, the Harvard School of Dental Medicine.

So, we have the, the residents that help support and amplify our reach. But in terms of other programming, we can go back and look at other outfits that may be here in the city, but I can only speak from the vantage point of our program. We do have a dental hygienist on staff. And again, this has been long running, and it's been a fairly successful program.

**MAYOR MARC McGOVERN:** Council Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Thank you. So, so for



people that, that would fall through dental health cracks, we have a little bit, but not a solid net.

**CHA CPHO CLAUDE JACOB:** Yeah. Again, through you, Mr. Mayor. What I can say is that, our program is based at the Windsor site where we do have the dental clinic. We do work hand in hand with the providers there, but in terms of the -- a broader program, I could look into other options that folks have on the ground. But just know that this is something that we've had in place now for a couple decades. So, I'm still listening for your actual question about programs or I actually --

**COUNCILLOR CRAIG A. KELLEY:** I, I think you answered it. We have something, but it, it's not a solid safety net. And just recently that's become more of a personal concern, so thanks.

**MAYOR MARC McGOVERN:** Okay. I have a couple quick things, just to follow up on, on Councillor Mallon point about, about the search. I too -- Councillor Mallon and I must have a lot of the same thoughts. I, too, made a recommendation to the board through the manager that a climate survey done. You know, I don't want to go too much into it because it's not so much budget related, but, you

know, I, I am concerned, I mean, I've heard from -- this is a small city and I have heard from folks in various departments about morale issues and feeling that there's a divide between staff and administration and you know, whoever is, is going to be the next, you know, the next person in charge.

It's going to be really important that, that be teased out and worked on. And, and I think there needs to be a pretty comprehensive outreach to the staff to find out what exactly it is that they're not feeling great about.

The Health Alliance is, you know, it's where my kids go to get health in the emergency room last night. And, you know, certainly want it to be successful, but I do think there are some issues there that need to be addressed. As far as the budget, and maybe, maybe I'm, I'm reading this wrong. I'm looking at the chart on page 171. So, it says total FY19 budget, so that's the year we're in now, fiscal year 19. So, when I was asking about the healthcare for the homeless, that's 614,000 that's -- is that going up in fiscal year 20? Because I see, you know, you have the fiscal year 20 budget down below, but it doesn't break it out the same way as the chart above does.

So, I'm just curious as to how much more we're investing in this program. And it, it's an incredibly important program in the, for the homeless community. And I'm wondering if that is going up.

**CITY MANAGER LOUIS A. DePASQUALE:** I, I will speak of the schedule and if Pat knows, but the Health Alliance budget doesn't follow the same time period we do. It, it does in terms of its fiscal year, but as the finance chair on the health Alliance board, our budget hearings start and rarely around June. And we try to wrap it up in a month. So, we have not seen. They're working on their budget now.

**MAYOR MARC McGOVERN:** Okay.

**CITY MANAGER LOUIS A. DePASQUALE:** The one thing that I think is real important, this is where this is very confusing. This is the city's contribution. And even though it's the help support, they have a separate budget review of the health department in the Health Alliance as a whole. So, what we are giving certainly helps expansion, but the review of the commissioner and Pat to determine what the budget's going to be is separate and looks at what we're doing. So, there is ways to increase it without having extra additional fund too. And that is certainly something

that's been going on, you know, working with the health. So, it's not -- it's just a funding source, but it's to really make sure, really to help what you are saying, to make sure that it's significantly funded.

And, in the hospital itself helps with contributions in there. But we'll be having the budget detail of this in around June when we meet as a board and we can update where it is. I don't know if there's -- where they're or if they'd be able to answer where we are in 20 at this point.

**MAYOR MARC McGOVERN:** Mr. Jacobs.

**CHA CPHO CLAUDE JACOB:** Right. Thank you. We've already submitted our operating budget for FY20. What you see here is the, the placeholder. But just to clarify that, what you see reflected, at least for Teen Health Center and Healthcare for the homeless, this is simply the Cambridge allocation. It's part of a broader operating budget for that program. So just clarifying that, piece.

**MAYOR MARC McGOVERN:** And, and I would just, Mr. Jacobs, I want to thank you for the work on the Opioid Task Force. And I hope as you discuss the budget, that there's some funding that's going to go to some of those recommendations and following, you know, following that

course of action as we still have an epidemic. So, I hope there's some money in there specifically for substance abuse and, and treatment. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you, Mr. Mayor. And, and thank you. I do appreciate the explanation in the complexity of the time schedules and the funding sources in, in that I would appreciate as much as possible as we can, if we can get a, a clear picture of how much we're spending and how much the city is contributing to that spending on these programs. Thank you.

**MAYOR MARC MCGOVERN:** Thank you. If there is nothing further on a motion by Councillor Zondervan to send the Cambridge Health Alliance -- and maybe that's part of the issue too. It's, it's up here as the Cambridge Health Alliance, not the Health Department, right? So, it's -- but to send the Cambridge Health Alliance budget to the full City Council with a favorable recommendation. All those in favor say, aye. Those opposed, nay. The aye's have it. Thank you. We now go to Public Works. We'll give them some time to -- here they come. They usually, they usually travel deep, so we'll give them some time to get in here. They're still coming in. (Laughs). I'm going to make you

introduce everybody on. Thank you. Maybe you don't have to introduce everyone, but maybe the folks that are with you at the table.

**COMMISSIONER OWEN O'RIORDAN:** Thank you very much, Mr. Chair. I can actually go through everyone's name very quickly.

**MAYOR MARC McGOVERN:** All right. Go for it.

**COMMISSIONER OWEN O'RIORDAN:** And they can just put up their hands. That would be fine. So, Andrew Putnam, who's the superintendent of our Forestry Division, Ken Bergeron. Ken is our safety officer. Sydney Cox. Sydney's our master mechanic, John Fitzgerald. John is the head of our Sanitation Department. Jerry Friedman, Jerry's a supervising engineer in our engineering division. Paul Lyle. Paul is the head of our buildings division. Melissa, Miguel. Melissa is a supervising engineer in the engineering division. Jim Ryan, Jim's the superintendent of cemeteries. David Webster. David Webster. David is the head of our parks division. TJ Shea. TJ's, is the new superintendent of streets joined us just before the winter season this year. Paul Talley, Paul's Project Manager in our Fiscal Department. And Michael Orr. Michael is the

Recycling Division Director. Jen Letourneau. Jen is in engineering, engineering division, and she's also the Director of the Conservation Commission. Julia Lynch. Julie is the Project Manager for our Municipal Facilities Improvement Plan. And Craig Venicia. Craig is the Deputy Division Head of our Pollings Division.

And then, in front of us here you've got Kathy. Kathy's the City Engineer. Rebecca, Rebecca Fuentes. Rebecca is the admin -- the Assistant Commissioner for Administration. And then John. John's the Deputy Commissioner and Ellen, I don't know where Ellen is. Ellen Katz. Ellen is, the Head of our Fiscal Services and she manages the energy, for our department as well. Thank you.

**MAYOR MARC McGOVERN:** Great. And you are?

**COMMISSIONER OWEN O'RIORDAN:** O'Riordan, and I'm the Commissioner for Public Works.

**MAYOR MARC McGOVERN:** Great. All right. We'll go to the vice, to the Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Thank you, Mr. Mayor, through you, and welcome to all. Really, this is an opportunity for you to, to parade how many people support you because you and Kathy and John are here on a regular

basis, but all of your, your backup team aren't. And so, we do appreciate that you have a deep bench. And we'd love for you to have an even deeper bench because we ask you to do more and more every single year. So, some of my questions are about that.

**VICE MAYOR JAN DEVEREUX:** One quick question just to help me understand the financial overview. So, on page V-111, there's some fairly significant shuffling around between licenses and permits, which kind of goes in half, and then a big jump in miscellaneous revenue; and that's probably some accounting change. But I just was curious, sort of, what the licenses and permits reflect and what the miscellaneous revenue reflects.

**COMMISSIONER OWEN O'RIORDAN:** Do we know? Not a chance.

**DIRECTOR ELLEN KATZ:** Good. Through you, Mr. Mayor. The figures on that page reflect the diff -- Some of it is the difference between budgeted versus what's actually collected. So, on licenses and permits, the bulk of that has to do with street and construction permits and the -- Yeah, and the amounts that are higher than the budgeted amount reflect the high degree of development activity and



construction activity that's going on. We tend to budget somewhat conservatively just, you know, in case of changing market conditions; which could change at any time.

**VICE MAYOR JAN DEVEREUX:** Okay. So, you're budgeting, sort of, half of what you're projecting we'll spend in fiscal year 19 for fiscal year 20, but we're probably not anticipating any decrease in street construction permit. So, you're just being conservative there?

**DIRECTOR ELLEN KATZ:** Well, this is also revenue that the department takes in to finance the budget.

**VICE MAYOR JAN DEVEREUX:** Okay.

**DIRECTOR ELLEN KATZ:** So, it's not, it's not directly expenditures.

**VICE MAYOR JAN DEVEREUX:** Okay. Sorry.

**DEPUTY CITY MANAGER LISA PETERSON:** And yes, we're conservative.

**VICE MAYOR JAN DEVEREUX:** And yes, you're conservative. The Deputy City Manager is -- Yes. I think I've learned that in my three plus years here, that the city is fiscally conservative and the rating agencies like that, as do many other people. Okay. Another, just, basic budget question -- And again, this is hard cause we are not

accountants and we don't see your budget. We hear about your programs all the time, but we really don't see the numbers that go behind it.

So, on page V-119, the other ordinary maintenance is, again, conservatively budgeted at a very tiny amount compared to -- For snow -- And this is related to snow and ice. So, we're at over 2 million and then budgeting, less than 200,000. So, then again, that's just because we can't predict the weather and we think it may not snow next year.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. Councillor, to some extent that's true. I think it's also allowed -- legally allowed to do that, and so we always come back for a supplemental appropriation; which we did this year as well. And so, that's been the practice down through the years. Again, because, obviously, the weather's unpredictable.

**MAYOR MARC McGOVERN:** Yes, Mr. Manager.

**CITY MANAGER LOUIS A. DePASQUALE:** So, I just wanted to clarify one thing. When we talk about revenue projections, the revenue projections that we use in the budget are lower but it doesn't impact the expenditure side of the budget at all. The expenditure side has just covered

true property tax; so, I want to make it clear that because it's a conservative revenue projection, it has no impact on the operating budget. It's just a way of financing it, and we make the difference up in taxes. Snow and ice is a different situation and we cover that from free cash, but the revenue conservative projections has no impact on what the operating budget turns out to be. So, I just wanted to clarify that. Thank you.

**VICE MAYOR JAN DEVEREUX:** Thank you.

**MAYOR MARC McGOVERN:** Yes, mayor.

**VICE MAYOR JAN DEVEREUX:** And so, this year we did some new and, sort of, innovative things with the way we were treating the roads, and salts, and stuff. And do you have any -- were there any cost savings or increases with that? Is it, you know -- was that -- was it effective? How is it reflected in this year's plan?

**COMMISSIONER OWEN O'RIORDAN:** I can talk briefly about whether it was cost effective or it's actually the -- so, we did a number of different things. We did a brine program. We also did CMA, calcium magnesium acetate, and we did a brine program on both -- a number of our bike facilities and sidewalks, as well as in an area in North

Cambridge. Again, because it was a smaller program, it wasn't as cost effective as it would be if, indeed, we were just to do it citywide. In terms of the CMA, again, we used that around a number of city buildings. It's about a thousand times more expensive than salt and proved ineffective given the lower temperatures that we experienced this year, but John can get into more details in terms of the brine project.

**DEPUTY COMMISSIONER JOHN NARDONE:** Through you. So, I agree with Owen. I don't know that this was the -- I don't think we were looking at the cost effectiveness of it because it was a pilot program. I think we did see the benefits of the brine and I think we feel like it's something that, going forward, it's something we want to move forward with. And somewhere else here in your budget, you're going to see that we're looking to do -- to expand that program over the next number of years. We're looking to make our own brine. So, one of the ways that you save with the brine program is actually making your own brine; and brine is simply -- it's water and salt but it can be applied much earlier than regular salt. It stays on the road way much longer.

So, we think it's going to be a good tool in our toolbox. I don't know that we're going to, -- yeah, I think -- sometimes, folks think we'll get completely away from road salt. I think that is a staple in any municipal snow operation and we'll continue to use that but, certainly, the brine program is something we want to expand; and we're hoping to do that through this summer and this fall, try to take steps to expand that for next season.

**VICE MAYOR JAN DEVEREUX:** Okay, thanks. And so, this CMA, doesn't sound like you're going to be pursuing that if it wasn't effective and it's a thousand times more expensive?

**DEPUTY COMMISSIONER JOHN NARDONE:** So, we've found CMA to really be not effective at all. That doesn't mean we won't look at more environmentally friendly products. Usually, we use bag products; particularly around city buildings. So, if we -- we'll continue to look at, at products that come out, and we'll try different products; but CMA, certainly, was not what we had expected it to be.

**VICE MAYOR JAN DEVEREUX:** Thank you. Speaking of city buildings, in the chart for -- on page V-118; related to public works, public buildings, it looks like the headcount

goes down by two, from 45 to 43, and I don't know if that -  
- what that reflects. If that's just transitional or --

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Through you, Mr. Mayor. One of those positions was transferred to a different division specifically in order to support some of the more complicated issues of financial management that our building service -- our business services group has been dealing with. So, still working to support the mission of the building's division but, specifically, in a finance role. I believe the other position was a labor position that moved into a different function, not as a custodian anymore but doing something else for the department.

**VICE MAYOR JAN DEVEREUX:** Okay. I just -- as long as it doesn't impact the maintenance of public buildings. I know that -- certainly, the employees that I see here at City Hall work very hard setting up tables and changing meeting configurations all the time, and cleaning the building, and there's a lot of upkeep. So, I just wanted to, to flag that as a question. It probably won't surprise you that I wanted to ask some questions about trees. And so, I see that we're planning to plant 600 trees, including 100 bare root trees at the golf course. Can you tell me a

little bit about what a bare root tree is and how that was decided?

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Mayor? So, I think there -- obviously we've -- there's been a lot of discussion about the urban forest and the canopy in the city over the last number of years, and we've gone through the master planning efforts this year. And, you know, one of the things that we've been asked to look at as part of that, indeed if you look at the public survey that was part of the Urban Forestry Master Plan, was that, you know, the community wants to see more trees in the public right of way; and they also want to see more trees in our parks. And so, this year we've begun to look at planting more trees, most particularly in our parks. And one of the locations where we have worked with the Human Services division has been in -- around the golf course, where there are opportunities to plant more trees. There is some research that's been done in terms of bare root trees.

Again, these are not ball and burlap trees but, all, they're just bare root trees where -- they're smaller trees at the outset, but they adapt better to the soil and farms within which they're placed and they tend to grow in a more

robust fashion ultimately.

And so, as a start of a program that wants to -- where we want to begin to look at, perhaps, planting more bare root trees and recognizing the number of trees that we may ultimately want to get to in terms of planting, and recognizing there's a cost associated with that. It may be that bare root tree planting; it may be a good option for us in the long term. And again, like I said, there's some research out there that suggests that bare root trees actually are more successful in the long term. And so, that's something that we want to look at and this seems like a good opportunity to do that. And, I think, we want to continue to do this in some of the parks, initially, and then perhaps expand into the streets as well.

**VICE MAYOR JAN DEVEREUX:** Thank you. I guess one of the things I was hoping I might see in the discussion of trees, because it has been such a robust discussion that is ongoing, is a table that would show us- year to year- how many trees are planted in what -- you know. How many are in public streets, how many are in parks, and how many stumps are removed so that we can see how this tracks; because in the participatory budgeting program voters, you know,



wanted 100 new trees and that was the top winning thing. I don't know how 600 compares to prior years, and when I see 100 of them going on the golf course, that's great; but for the general public, you know, that doesn't have as big an impact as it would if those 100 trees were going in, you know, Danehy Park, or on streets, or -- you know. And so, I want to actually see that it's an increase rather than just sort of moving them around, and the same for the stumps [inaudible 00:51:40]. I'm sorry. Don't mean to give you a hard time. It's early in the morning. You know, I see 200 stumps removed and I remember tables from prior years that said we had several hundred stumps that have been in the ground for a long time. And I know it's a lot of work, but are we meeting those goals?

**COMMISSIONER OWEN O'RIORDAN:** Again, through you, Mr. Chair. Councillor, I would say that we have increased the number of trees that we're planting this year, and we don't have it graphically for you at this point in time, but we can certainly provide you with more detailed information. Um, and I will also say that we -- like you said, in the narrative, we have indicated that we've removed 200 stumps and we continue to remove stumps; and that's happening in

an aggressive fashion this spring as well. We're also buying a new stump removal piece of equipment, as well, so as to continue to accelerate that. And so, the ambition is to increase the number of trees that were planted. I think we were hesitant to project too far ahead given that the Urban Forestry Master Plan was ongoing at the time this budget was being produced. And so, there's an indication, obviously, in the budget book as well, that when the tax rate is being set, that we will seek more funding toward the Urban Forestry division. And I think at that point in time, we may be in a position to, perhaps lend more light in terms of what our projections are, certainly for the coming year.

**VICE MAYOR JAN DEVEREUX:** Yes, I saw -- thank you. I saw that you are estimating, maybe, a million dollars might be a supplemental appropriation once the task force -- And I think they're having -- are they having their last meeting at the end of this month? Is that -- or what --

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. So, we've had 11 meetings -- task force meetings thus far. Our consultants are now drafting a white paper associated with what we've discussed, and the expectation is that

there will be another meeting of the task force in about September of this year. And then between September and the end of the year, a final document will be produced. And, again, I think we want to get into more detail in terms of what that means in terms of resources of the Department of Public Works; and what it means in terms of -- sort of the -- there are some significant challenges associated with accelerating the rate of which we're planting trees; and so, we want to go through that in some detail with our engineering division, with our parks division, with our urban forestry division, and even with our Community Development Department as well.

And so, it's going to take some time for us to put that final document together, but I think there's a significant ambition associated with this project. I think our consultants and our task force did a wonderful job, and I think we've had significant amount of communication from the community as well; and so, we want to take all of that in to make sure that we're properly responsive, to that as well. And so, our expectation is that around the turn of this year we should have a final document. And that, together with the money that we expect we're appropriating

in the fall of this year, will allow us, sort of, accelerate to some extent next year. But given the ambition here, it's going to take a while for us to get to a more significant program.

**VICE MAYOR JAN DEVEREUX:** Yeah, and I do -- I really commend the work of the task force and the consultants. It's been a really fascinating process. So, what I'm understanding is that there isn't a meeting at the end of this month. They've been meeting the last Thursday. And that's good because we just scheduled an ordinance committee on that last Thursday, so that means we don't have a conflict. One less thing to worry about. There was one -- I can't find the page reference now, but there was one place where it looked like tree fund revenue had been at \$370,000 and then it went -- was projected at zero, and I'm thinking that's another -- that may be in public investment. But any case, that's another sort of accounting thing, I think.

**VICE MAYOR JAN DEVEREUX:** I'm not going to ask questions about zero waste because we just had a really good committee hearing and I'm sure Councillor Zondervan may want to ask about that, but I -- you guys are doing

great work there and I -- you know, I see the investment in expanding the compost collection to larger buildings. On the clean fleet. That's something that I've been interested in following, and it's another place where it would've -- could've been helpful to have a table that shows the numbers of vehicles we've converted.

I see that we're -- this is jumping around -- there's several different page references, but 109, 123 -- in that area where it says we're going for from 600,000 to 900,000 this year, which is great; and we're converting vehicles to this hybrid transmission thing. And I saw one of -- I saw a van parked out front here yesterday. Just sort of knowing, kind of, like, how many vehicles total we have, how we're benchmarking our progress, would be helpful. It's not really a question, but if you want to answer it, you can (Laughs).

**DEPUTY COMMISSIONER JOHN NARDONE:** I don't have to answer it if you don't want to. So, at Public Works we maintain about 300 vehicles citywide; and that's not just public work vehicles, that's other departments as well. Over the last number of years, we've been looking -- we have -- there's a -- the majority of our fleet is large

vehicles. So, anything from a pickup truck all the way up to our trash trucks, our sewer maintenance trucks; large diesel vehicles. Smaller fleet is our sedans, and then we have about 14 or 15 sedans. And out of those 14 or 15, we have a couple of Chevy Volts. We have -- the majority of them are all hybrid vehicles. And so, we continue to look at the technology there. The 300 -- the extra \$300,000 this year is to look at expanding some of the things we've done with our diesel fleet.

**DEPUTY COMMISSIONER JOHN NARDONE:** So, we've done -- you know, again, we're on cutting, bleeding edge- whatever you want to call it- when it comes to municipalities; and we've installed a hydraulic hybrid system in one of our packers. So, we're looking at expanding on some of that technology. There are some grants through DEP and EPA that look at some of your older vehicles and if you can swap out engines. So, it's not replacing the whole vehicle, but actually swapping the engine, now, for a more fuel-efficient engine. There's a bunch of idling -- anti-idling technology that we're looking at as well. On the smaller side, we're actually looking at a lease program to try to get into, and I think this is something Councillor

Zondervan had brought up, may have been last year, to look at -- you know, there's this changing technology in the smaller vehicles and, well, how do you keep up with that changing technology?

So, we think -- we're going to look at leasing some electric vehicles, maybe the Chevy Bolt or something else; or, at least, a plug-in electric. We still have to maintain what we do at Public Works, and that's four seasons. So, we need to make sure that we have vehicles. These are typically supervisor vehicles, so we need to make sure that they can get around in all types of weather, so we're going to look at that as well; but we continue to look -- we continue to look at grants. We work closely -- Allen works closely with a lot of the DEP grant programs. We have been consulting with Volpe for the last number of years, and so we're looking at our fleet overall; and that's working with police, fire, all of the other departments within the city.

**VICE MAYOR JAN DEVEREUX:** Thank you. I'd be happy to loan you my Chevy Volt. You can paint it orange and it has very low mileage because I don't use it a lot. So, happy to donate it to the fleet on a [inaudible 00:58:53] basis.

**COMMISSIONER OWEN O'RIORDAN:** If I can just add on to

what John -- we expect, actually in the next couple of weeks, to come before you and request a transfer from the surplus money that exists in our budget associated with snow; and to actually transfer that to capital so as to be able to actually -- not purchase, but rather lease a number of sedans in the immediate future so that, again, we continue to reduce the carbon footprint associated with that. If you think, overall, in terms of our buildings plus our fleet and so on, we expect to get a 30% reduction in terms of greenhouse gases within the next two years. We've achieved, about, a 17% reduction in greenhouse gases associated with vehicles and so we need to accelerate the pace of which we reduce greenhouse gas emissions there. And so, this is the first step in that. And, again, we've been working with Volpe around a program so to continue to reduce greenhouse gases in our fleets, together with our -- you know, the Police Department and the Fire Department over the next number of years.

**VICE MAYOR JAN DEVEREUX:** That's great. Thank you. I know that's a big challenge. And just one final question and then I'll let other people (Laughs) have a chance to -- let's see. It looks like -- on page 112, under planning and



administration; that headcount goes up by three, which is great, and that corresponds to additional staff where?

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Through you, Mr. Mayor. So, in planning and administration, you know, we've sort of taken on more support of some of the broader environmental mission that the department has in order to meet broader environmental goals; and that requires a stronger commitment to cutting edge technology. And so, two of the positions that you see are related to that; the first being a technology support specialist. When John talks about the 300 pieces of equipment that we maintain; all of those trucks, now, have state-of-the-art computer systems. They have automatic fueling devices, they have GPS, they're mechanized salt spreaders. So, as the level of complexity in our -- you know, just what we're doing out there increases, we needed someone to support that technology. Another position is someone to help us with the writing of technical specifications. So, you know, as we think about the type of services and equipment we need to procure, we have someone who's going to be working on procurement. And then the third position that we were, kind of, excited about is that we were able to make our safety

officer Ken, who has been working on a contract basis for the past several years, a permanent employee of the department. And I think that really -- we've been building our safety program for the past few years, and I think with the changes that have happened at the state level, making OSHA something that applies to municipalities, we're really well poised to implement that this coming year.

**VICE MAYOR JAN DEVEREUX:** Yeah, that's great. I noticed the note about the new state requirement for OSHA, so that seems good. I mean, it seems, to me, that the demands on your staff are getting more and more sophisticated with technology and just with general life. So, I hope that there is a pipeline of people to help you fill these positions.

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Yeah. Through you, Mr. Chair. I mean, I think we look at -- you know, we're still focused on delivering the same quality basic services, day-to-day, that we've always delivered. And so, we're committed to our workforce. And how can we make it? So, we give them the tools and the skills in order to be able to, you know, deliver at a higher level. You know, people who may have just driven a truck before now are

using iPads to manage service requests. You know, we are also, I think, working, you know, just to -- I think you're right. Bring in people who, you know, are committed to our mission. They don't necessarily -- people don't have to necessarily have all the skills when they come in, but I think if they're committed to the mission of the department and the city, you know, we try to invest in their advancing that.

**VICE MAYOR JAN DEVEREUX:** Yeah, that's great, and I think you guys are having your annual picnic soon, right? That's coming up and that's always a great event to really highlight the work that your, sort of, unsung heroes are doing. So, I look forward to that. I hope it's a nice day.

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Yeah. Well, we look forward to seeing everyone there.

**VICE MAYOR JAN DEVEREUX:** Yeah. Okay. Thank you. That's it for me. Thank you.

**MAYOR MARC McGOVERN:** Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you, Mr. Mayor, and through you. Really appreciate the department's work. I know you guys are on the front lines of (Laughs) a lot of what we need in the city. You know, the vice mayor

already covered a lot of the issues around the tree canopy. As you know, I'm very concerned around that. I was just looking it up last night, and according to our experts who keep careful track of this stuff, humans have destroyed about half the forest on the planet; and we're well positioned to take out the other half this century. So, the work that we're doing here in Cambridge is really important and I want to acknowledge the difficulty of, you know, suddenly increasing how many trees we plant. I can totally understand how difficult that is, which is why it's really important that we keep the ones we already have (Laughs). So, to bring this back to the budget; I guess the question I have is, where are we budgeting to do more outreach to the citizens and residents of Cambridge to participate in this urban canopy protection because, you know, there's only ultimately so much that your department can do in terms of actually planting and maintaining the trees. The vast majority of them are on private property.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. It's a really important question and one that came up on a frequent basis during the master planning activity Councillor. You know, there's been a discussion about

engaging with the schools and -- you know, we had a wonderful event, last week, with a high school in Danehy Park where high school students -- there were meant to have been 90 of them initially. It eventually ended up that we could only transport 30 of them, but 30 students planted 16 trees. We expect to have events like that on a much more frequent basis. But I think, you know -- we have, over the years, met with the School Department about various environmental programs. I think from the school's perspective, you know, there are a lot of demands being made on students in this day and age.

**COMMISSIONER OWEN O'RIORDAN:** And so, having the schools engage with us is important; and I think that's one part of what we want -- one part of the things that we want to think about in next year as we think about the master plan and implementing the master plan. You know, I think if you look at the public surveys again, there was a significant amount of interest in increasing canopy in those -- in the public realm. Not so much on the private realm where the majority of our trees are being lost, unfortunately. And so -- and yet, you know; we, as a municipality, have struggles to get people to adopt trees

in the public realm. And so, you know, one of the discussions that we've had as part of the master planning activity is, is there a way that we can get a different organization to begin to help in terms of spreading the word, spreading the message, so that people begin to plant in their front gardens and take care of trees in the public right away and recognize the importance of trees, be it from an urban heat island impact, or be it from the perspective of just creating a beautiful vista in a given street and so on.

**COMMISSIONER OWEN O'RIORDAN:** And so, the idea of additional agencies becoming involved; private agencies, not-for-profit agencies, in the city is something that we're really interested in pursuing as part of this. And there's some legal complications associated with that, and we need to work those out with our Law Department and so on. So, I think that be it through the educational programs in the high school and primary schools, or be it working with other entities in the city, non-profits, there are options available to us in terms of furthering the mission of addressing the urban canopy; but there's nothing that's -- there's no silver bullet and I think that's what's

become very obvious to us. And so, you know, we're going to have to continue to apply resources to that, be it in terms of consultancy help as we move forward or engaging with the non-profit organizations in the city, which is something that we want to do as well.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Great. Thank you. And as you know, Green Cambridge will continue to contribute as best as we can. To switch to a different topic. I was riding my bike home yesterday, from City Hall, and noticed a couple of large potholes (Laughs), you know, represent particularly a danger to bicycles. I mean, they're a nuisance to cars but they can be really dangerous to bikes. So, I was wondering if we have any automated equipment where we can detect potholes as all these 300 vehicles are driving around our city. I know there's some technology out there, and maybe some of it is still a bit experimental, but anything that we can do to address the safety hazard would be helpful.

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Through you, Mr. Mayor. I am familiar with -- there was a -- one of the challenge -- the civic challenges that they did in Boston was an app to track potholes. I don't know exactly what the

status of the success of that app has been. So, I'll be interested. You know, I can certainly follow up and look into that more. At this point we do rely on, sort of -- there's the question of the overall quality of the roadway, and I think that's important is our real focus is on maintaining a high-quality roadway network through a capital plan; a five-year, a 10-year capital plan that keeps the broadest amount of roadway in the best condition as possible. And then, potholes, we do try to respond to, you know -- we have eyes on them within 48 hours. We repair the most egregious ones immediately. We try to close them all out within one business week. So, we are reliant on reports from residents and supervisors for that. And I will say that our supervisors are very proactive in, you know, keeping their eyes out on what they feel needs to be done.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. Yeah. And certainly, the response has been great. The challenge that, you know -- I mean, as I'm riding my bike home at night, I don't have time to stop and, you know, take a picture. And so, you know, any way that we can automate that process so that we can become aware of these potholes because, you know, if I'm driving by it, there's like 300 other people



who drive by it or bike by it, who don't have time to stop in that moment to report it. And, you know, it would just - - it would be great if we could automate some of that.

**COMMISSIONER OWEN O'RIORDAN:** I mean, I think the other thing, Councillor, to bear in mind is that, you know, the amount of money that's being invested in improvements in the public right of way has gone up significantly in the last eight to 10 years. And, you know, we have -- previous to this where we had just literally pothole repair projects, we now have grind and overlay projects that, I think, have improved fairly dramatically the condition of roadways across the city. I think most communities at this point in time, in terms of roadway condition, their roadway conditions are -- roadway conditions are disimproving, across the Commonwealth. I think we're holding steady, at this point in time, in terms of our roadway condition; which in and of itself is an achievement given the amount of heavy traffic that is coming through the city at this point in time. Again, which it has a significant detrimental impact on roadways typically. But I think the fact that we're actually holding steady given that circumstance is actually an achievement in and of itself.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. Yeah. Again, I want to acknowledge that you guys are doing a great job. I'm just trying to figure out how we can do even better and, in particular, how we can automate the reporting so that, you know, we're not as dependent on people who happen to be able to stop and report, a large pothole. I want to move on to storm water management. And again, you know, so much of what you guys do is really important for the environment. I'm assuming that not everybody understands the link between our storm water management and the environmental benefits that that provides. In particular, it allows us to restore some of the seagrass in the Boston Harbor, which is really important for absorbing carbon from the atmosphere, which will help mitigate some of the climate change that we're experiencing.

**COUNCILLOR QUINTON Y. ZONDERVAN:** So, this is a really important investment that we're making in our community. And so, I guess, you know... As you know, I'm in the thick of it right now (Laughs), in front of my house where there's some sewer separation that's being completed; and it's completing work that was begun many decades ago. And so, I guess, I'm curious as to how we're planning for the

future. You know, what's our program to get sewer separation done across the city? How long will that take and what's the investment that, that we need to make for that?

**ASSISTANT COMMISSIONER KATHY WATKINS:** Through you, Mr. Chair. I have a -- sort of a short answer and a long answer. You know, we have invested significant city money as well as, you know, state and federal money looking at, you know, the existing condition of our infrastructure, continuing sewer separation, looking at water quality improvements. And really, you know, we think of these as environmental programs. You know, I think we look at it as it's hard construction, it's great pipes but, you know, these are really all based on environmental programs in terms of improving the water quality of all the receiving bodies. So, you know, if you go back and look at the Charles River, you know, there's a letter grade that comes out every year. And I think, you know, when the sewer separation in the Boston Harbor cleanup started, it was really either F or D-. You know, in the last of an A-.

**ASSISTANT COMMISSIONER KATHY WATKINS:** And so, you're seeing a significant increase in the water quality of those

receiving bodies. And so, you're having events about swimming in the Charles River, which no one would've done before. And so, those are really significant efforts. One of the things we've done, and everyone will get a copy on Friday, we're very excited about -- we have a new 10-year plan. So, we've had for a number of years the five-year street and sidewalk plan. We've recently pulled together, and this is the first version of what we anticipate to be an annual document that's a 10-year sewer and drain infrastructure plan. Because to date, we haven't really had a transparent process in terms of really explaining to people all the different things that we're trying to accomplish with our infrastructure. And so, you know, there's clear information in there about, you know, the percentage of the sewer of the city that remains combined sewer versus the part that's been separated.

**ASSISTANT COMMISSIONER KATHY WATKINS:** It looks at water quality. It talks about climate change. Talks about the condition of all of our pipes and, really, looking at all the different ways that we're prioritizing infrastructure and trying to hone into those, you know -- what are the underlying goals of what we're trying to do.

So, going back to the, um, water quality as well as, you know, protecting our neighborhoods from flooding and the environmental benefits. And so, really trying to put that together in a more cohesive process. So, you know, to date, we've had sort of individual projects, but this is the first time we've really tried to tie that in together. So, it's currently coming back from the printers, but people should be receiving that on Friday; that I hope really tries to put -- pull together all the different pieces and put it together in a more cohesive way.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Great. I really look forward to that publication. So, what's the overall timeline? If we were to do sewer separation everywhere that we can in the city, is that another 50 years? Is it another 20 years? What are we thinking there?

**ASSISTANT COMMISSIONER KATHY WATKINS:** Through you, Mr. -- You know, we haven't looked at it in terms of -- our overall goal is sewer separation. So, our overall goal is -- improve water quality and improve water service, level of service to residents, and reduce flooding. And so, you know, in that way we're looking at what are the ways that we can benefit those goals. So, you may get down to the

last bit of sewer separation that is a billion dollars for that last gallon. And so, there may be a point where you say "That's not really the best way to continue to improve environmental benefits." And so, we haven't looked at a plan that says, "Our one and only goal is sewer separation." So, that's why there's not a clear answer to that question. It's really about, "For this year, and this \$30 million, and this \$50 million, and, you know, looking out for the next 10 years; what's the best long-term environmental benefits, and level of service, and condition of the pipes. So, those are the kinds of goals that we're looking at.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. And I do appreciate the diminishing returns. So, you know, maybe if you are able to map that out and say, "Well, you know, we expect to hit that diminishing returns at some point and this is the plan until then."

**ASSISTANT COMMISSIONER KATHY WATKINS:** Right. And the one thing I would just add through you Mr. Chair is that, you know, this is really our first version of this document and so one of the things we're really looking forward to is getting this out there and then seeing, you know, what

questions come back; and what things are we made clear and what things haven't we made clear, and really to get feedback about, "This would be really helpful to understand more." And so, you know, the five-year street and sidewalk plan we've had for about 10 years, and every year we add additional information. And so, you know, with this first 10-year, you know, sewer and drain infrastructure plan, it'd be really great to get feedback about what's missing from that plan.

**MAYOR MARC McGOVERN:** Councillor, before you -- I just want to -- I know that ultimately everything comes back to the budget, but I really want to get back to budget questions. These are all great questions, great conversations, but I think we're starting to veer into reports and other things that are really not directly budget-related. Thank you.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you. Through you. Again, I really look forward to that report. Thank you for that. It's really -- this is really important work, especially as we continue to intensify the density in our city. It's really important that we do this mitigation, to clean up our environment. So, thanks for that. On the Clean

Fleet Initiative, I'm glad to hear that we're looking at electric vehicles. That's -- I think should be a real priority and, and it's really how we're going to get to some of these emissions reductions more quickly. So, similarly on the municipal facilities improvement plan, glad to see the, the solar projects that are happening. And, and again, similar question in, in terms of the budget is, you know, are we looking at how can we maximize the solar production in our city? And then, what kind of budget do we need to, to accomplish that.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. So, Councillor, again, when, when we talk about the municipal facilities improvement plan, we're talking about sort of a whole building improvement plan. And when this begun three or four years ago, we began by, you know, doing investigations in all the buildings, looking at foreign life safety issues, looking at accessibility issues, looking at building envelope issues, roof issues, and as well as opportunities in terms of reducing energy consumption and looking at EEI for each of the various buildings. And so, on that basis, we, we have -- you know, we, we, we know as top buildings are best and worst in, in



our system at this point in time. I think the challenge for the city at the moment is that, there's so much money invested in the larger school projects that we're sort of shoehorning in some of the larger, MFIP projects at this point in time. And, and at some point, in the future, we'll be able to sort of lay out a program in, in a more thorough fashion. But, you know, if you think about the fact that we are doing a gut rehab of the fire headquarters, the design starts this year, and the expectation again, that that will meet the net zero requirements, as per you know, the agreement with the city.

And so that means we'll have air source heat pumps associated. I don't know if they'll be PV associated by, given the historic nature of the building and so on. So, but as we move along, our expectation is as we look at the Public Works Department in the next year or so, that there'll be significant improvements made to the Ryan Garage, the Fraser building, and the small building as well. And if there are opportunities in terms of using, air source heat pumps, because I don't think we'll be able to use anything else and, and PV, to a greater extent in those facilities, that's something that we'll take advantage of

as well. And obviously the, the school buildings we continue to incorporate PV in all of those buildings as roof projects come along, like at Graham and Parks, like at the Fletcher Maynard and, and indeed Kennedy-Longfellow. So, our expectation is as those projects come up, we'll invest in terms of PV and those as well.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Great. Thank you. And again, this is just really super important work as we try to switch to 100% renewable energy in our city by 2035, which is our stated goal. So, I think, you know, similar to the, the 10-year plan that, that we're about to, to receive, I think would be helpful to have a long-term plan and, and financing that, that we would need to achieve that. I won't say very much about the zero waste. As the Vice mayor said, we had a really great, committee hearing on that. You know, again, in terms of the, the global picture, currently, the prediction is that there'll be more plastic in our oceans than fish by the end of the century, by weight. So, I think we have a lot of work to do to really drastically reduce the amount of waste that we produce in the city. So, I look forward, forward to working with you all on that. And then my last question is on the

snow and ice budget, it seemed really low for fiscal year 20. I, I don't know if that was a, a missing zero or if, or if that's just a very conservative budgeting.

**COMMISSIONER OWEN O'RIORDAN:** Again, through you, Mr. Chair. Again, Councillor as, as we indicated earlier, we'll generally come back to city council at the end of the snow season, look for supplemental appropriation from free cash. So, to make sure we can play our contractors after the snow season finished, you know, three years ago we spent \$5 million. 2012, we spent a couple of hundred thousand dollars. Last year we spent in excessive \$2 million. So, it is just so variable that, again, we don't put in the full budget at this point in time. We'd rather provide for it as a supplemental appropriation in the spring, and it'll be the spring of 2020 and hopefully it'll be a small supplemental.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. So, I, I, I do understand that. I appreciate that. It might be helpful just to put a budget note or something that says, you know, here's the running average for the last 10 years or something. So, we have a sense of what we might expect. Thanks again and thanks for your great work. You've the

floor.

**MAYOR MARC McGOVERN:** I have Councillor Mallon and Councillor Kelley.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Mr. Chair through you to Commissioner O'Riordan and your team. I first thank you for introducing the members of your staff. We're the only department to do that, and it was so nice to actually put faces to a lot of names of people that have helpfully, answered my emails over the last year. So, I just wanted to say thank you for doing that. And I think a lot of times in this room we talk about all the things that DPW isn't doing that we want them to do. We don't spend a lot of time talking about all the amazing things that you do, do in the city. So, I just wanted to take this opportunity to thank your whole team, for making our jobs a whole lot easier, and for being responsive. So, thank you for that. And one of the things I did also want to call out that I think is super helpful, that the DPW does is, your communications to residents is really kind of unmatched. Whether it's the cards to residents about the Tree Protection Ordinance or, you know, reaching out about what's recyclable or not recyclable anymore.

I think that personal touch to our residents and really making them feel connected to the Department of Public Works is very, very helpful. So, I just wanted to call that out as a really, a positive that you guys bring to the city each and every day. And there's been a lot of conversation about trees, in this chamber for the past year and also today. But one of the things that I wanted to talk about in terms of the budget, I have noticed a lot of trees popping up on our streets lately, which has been great. And I feel like in the last two weeks, every time I turn the corner, there's a brand-new tree with gator bags. The concern I have is around the streets where I would consider them sort of Boulevard Streets, right? So, Broadway, Cambridge, Mass Ave, where they're a lot bigger. There's not a lot of shade for the trees that we are planting. And I'm wondering if there's a way that in our budget for fiscal year 20, we could allocate, or if you're thinking about allocating a larger amount per tree, if I think, like if we think about right in front of the library, we've just planted just yet another set of like very, very small trees that there's no shade shading them. And they're going to be out there, sort of in the blazing heat.

Again, I just wonder if there's a way to, on those larger streets where there isn't a lot of shade, like there is on the side streets to allocate more per tree to get a bigger tree, something that's more mature that could perhaps grow a little faster. Not need as much. I, I don't know. I just, I keep looking at those little trees in front of the library and wondering if there's something more we could do and if we could address that in this budget.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. Councillor, I, I -- in terms of tree planting, and again, Andrew's here, if we want to get into the details about this. I, I think there's a lot of evidence in the science to suggest that, if you plant a larger tree, there is a more significant probability of it dying. If you plant a smaller tree and take care of it, you will have more success. I think as well as that, it's important to bear mind that there is an environmental footprint associated with the planting of a larger tree, and there's a larger footprint associated with that, than there is with a smaller tree. And I think if you think about it in the long term, and I think that's what we want to do, through the master planning process. We've been looking at horizons 25

years from now in terms of what we can do in terms of improving our canopy and looking that far and deep further ahead. And I think that's what we have to do when we think about trees. I, I think that we may be better off, and the science suggests that we may be better off by planting two- and three-inch trees.

And, and again, there's also some evidence at this point in time that even bare root trees, which are actually smaller, while they're small and may look puny at the outset, in fact, within four or five years, they get larger, they become more robust, and they're -- the chance of success and adapting to the environment within which they're placed is that much greater. And so, we're happy to put maybe more of this information out front, and I think it's something that will happen during the course of the, the development of the final document associated with the master plan. And indeed, we -- I might be contradicted in what I'm saying here, but I, I think at this point in time, philosophically, we're a little bit in a different place in terms of what we think is appropriate and recognize that we need to do. I mean, one of the things that's become very obvious to us during the course of the master planning

program, and it's something that it's important to city council to hear, is that, you know, the practice in the past at the Department of Public Works is that, if a neighbor doesn't want a tree in front of their property, we're not going to place a tree in front of their property.

And as we begin to think about increasing the canopy and reducing the urban heat island impact on those major corridors in the city, I think we have to begin to say that we plant trees in the city at a greater level of density than we have in the past. And then by planting more trees, we achieve a better canopy overall in the long term. And it also makes it easier for us to begin to think about maintaining those trees. You know, there may be possibilities for us putting in irrigation systems to the extent that we don't put them in now. Or even indeed if we don't do that, it is more efficient for us to be able to water all of those trees in a given roadway, in a given street in that regard. And so that's something that we need to move away from. And perhaps that may be a way for us, ultimately for those large Boulevard streets to achieve a greater canopy ultimately. So, I'm not sure as to whether or not I, I, I've answered your question properly or not.



**COUNCILLOR ALANNA M. MALLON:** Thank you, Mr. Chair.

Through you, I think you did answer my question. I'm not an arborist and I've said often in this chamber that I'm also not a scientist. So, I, I guess I'm asking the question that lots of our residents are actually asking us. So, thank you for that explanation. I do look forward to the Urban Forestry Master Plan report that comes out. And I also want to say that, you know, the -- there have been some conversation about back of sidewalk trees too, and I think that's a really important conversation to continue having. Speaking of healthy conversations that we've had in this chamber around the Tree Protection Ordinance, we had discussed the concept that were we to put forward this ordinance, which we did, that there might be a need for the Department of Public Works to hire somebody to, to maintain that work. And is that something that's been placed in the budget or are we holding off to see how that kind of plays out?

**ASSISTANT COMMISSIONER REBECCA FUENTES:** Through you, Mr. Chair. We do have a position budgeted for the coming year. So, there will be a new, what we're calling an assistant arborist. So, someone to work not only with the

Tree Protection Ordinance, but also to support our increased commitment to planting and sort of the early years of supporting tree growth.

**COUNCILLOR ALANNA M. MALLON:** Thank you. And thank you for that information. I, I'm glad to see that that's reflected here. Because it was a concern of mine certainly during those hearings. And then lastly, because I feel like my colleagues went through the page by page. So, I'm, I'm good with the blow by blow, but in terms of electric vehicles and places where we could swap out existing vehicles, the, the vehicle that goes around and does the street cleaning broadcast, is that an actual DPW truck?

**DEPUTY COMMISSIONER JOHN NARDONE:** Through you? Yes, that is an actual DPW truck. We -- and it's a, it's a truck that we've gotten complaints about over the years because we have that notification in several of our vehicles. So, some of the vehicles are supervisor vehicles who are making sure that, you know, people aren't parking back in when they're not supposed to, but they're also not a large vehicle. So, we have a couple of large dump trucks and folks are like, "Well, this is a waste of -- you're just killing the environment by the side." Well, that large

truck is actually part of the operation. So even if it wasn't announcing it would still be on the street, it would still be doing, it's, it's what the sweepers dump into. So, it's part of the operation. They're all public works tracks that do the announcing and we are not thinking about doing away with the announcing. That's been a pretty popular program over the years.

**COUNCILLOR ALANNA M. MALLON:** Oh, I wasn't suggesting doing away with the announcing because I think it's very helpful and I, I think there's lots of my neighbors that have seen me in my bathroom running down the street. But I wanted to just call that out. But I'm, I'm glad that it is part of the actual pickup because to me it just seems like you -- a dump truck is just driving around your neighborhood. And I wondered if that was an opportunity for us to swap out to an electric vehicle. But thank you for providing that information and for providing that service. I think that's critical. And thank you for coming here and explaining all this.

**MAYOR MARC McGOVERN:** Councillor Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Thank you very much. I, I would just like to do two things. One is to mend the point

that as we get more digital, bringing people who are not necessarily used to using digital stuff into the world is, is an important thing. And my best example of this is with Herbie during a hurricane; and he's out there using his iPad, and using the clamshell, and the rains pouring. And he takes 15 minutes to explain how he goes along his route to clear out the, the catch basins, to keep the, the water from, from just bubbling up. So, I, I am very happy that you all realize that connection. One thing I would like to see us not here, and I don't want to talk about it, but I think we underestimate, and I've said this before, the role DPW plays in emergency preparedness. You're essentially the fourth emergency responder department, and you do mention sustainability and resilience in the budget, but all these other things you do, whether that's it's road and control and, and trash picking up or providing security vehicles to block access to events so forth, I think that's worth a paragraph in your overview. It's, it's not one specific thing, it's a whole bunch of other things that you do that connect in there. So, for next year's budget, I would encourage you to put that paragraph in. So, thank you very much.

**MAYOR MARC McGOVERN:** Council Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you. Through you. I wanted to quickly talk about the Mattress Recycling Program. I feel like I'm a big fan and I keep talking about it, but yesterday I tweeted and I keep telling as many people as I can about the program because I think it's fantastic that we've partnered with UTEC. I wanted to get a little bit of information about the breakdown. I know it's partially funded by DEP and I just look at the -- I was looking at the consolidated spending page. It says organics collections, expansion/mattress recycling, and the amount is \$401,934. What's the -- I just want to know the breakdown of, are there -- what are our costs associated with implementing the program? Who implements it or helps UTEC at all?

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. Councillor. So, on a per truck cost, it's about \$1,600 per week. And we are paying, I would say, more -- a little, bit more than half of that at this point in time. So, it's, it's a relatively expensive program in terms of if you think about it on a per ton basis. But I think you've got to think it under -- in a broader context. From a, from a

number -- for a number of reasons. One, our trash service doesn't want to deal with mattresses anymore. DEP doesn't want them to deal with mattresses. And I think given the, the type of service that UTEC provides, it's a high-quality service. They're timely, they pick up the mattresses, and it's a very clean service. From that perspective. It's really worthwhile. And then beyond that, I think there's the other aspect of what UTEC does, which is extraordinary. And perhaps, more light should be shed on that by indeed the Department of Public Works has been moved forward. But as of now, in, in terms of it being, it's in effect for a month at this point in time, or just by short of a month, it's been really successful. We've disposed of a lot more mattresses than we thought we would. But that's, that's, that's the cost of success.

**COUNCILLOR SUMBUL SIDDIQUI:** Yeah. I, I, I think it's a great initiative. Obviously, it goes to -- as we've talked about, goes in line with those recommendations from last year with zero waste. I've been, I've been getting the word out a lot, and there's still people who are like, "Oh, we have that.?" And so, I, I know there was an email sent out. Did you guys do a card?

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. Councillor, we sent a recycled card out. One half was recycled, right? The other half was -- by the way, we are now recycling mattresses as well. So that was sent out about six weeks ago. So, and that was sent to every home in the city.

**COUNCILLOR SUMBUL SIDDIQUI:** Great. Well, thank you for -- again, I will probably keep talking about mattresses. I just think it's -- especially, because I'm a huge fan of UTEC. So, I think as we go forward and the program is -- gets older, I'd love to work on how we highlight UTEC. Thank you.

**MAYOR MARC McGOVERN:** Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you, Mr. Mayor. About an hour ago, I had a long list of questions. My fellow counselors have covered an enormous amount of area which, which makes sense given the amount of areas that you cover. It's quite amazing to me the different diversing -- divergent areas that are within this one department. One thing I wanted to ask in the budget, as you know, many -- some of us have talked about all the asphalt within brick pavers. And I, I know it's an unbelievable job to maintain

sidewalks in a city, but in addition to River Street, we asked that Central Square sidewalks be looked at, and is that in this budget? Was that ever modified as far as the contract goes?

**ASSISTANT COMMISSIONER KATHY WATKINS:** Through, Mr. Chair. So, the, the Central Square sidewalks are not being done as part of River Street. There's two different pieces to the, the Central Square question. So one is that, we've got a number of area ways in Central Square, and so that's the areas where the building basement went underneath the sidewalk. And so, we have three large areas where you see expansive areas of asphalt.

**COUNCILLOR DENNIS J. CARLONE:** Yeah.

**ASSISTANT COMMISSIONER KATHY WATKINS:** And those are result of that work. So, we are putting out a contract that we would replace that with brick as a separate contract, so that's not waiting for the River Street. And then the second piece is that, in the five-year plan, there's a larger, in the outer years in the capital section, there's a much larger infrastructure proposal for Central Square.

**COUNCILLOR DENNIS J. CARLONE:** Okay, let me just say, nothing should be there. No patching should exist for a



year. There should be a crew that that's exactly what they do. It, it, it hurts the appearance and looks like nobody cares. And I know you all care, and I know the budget is tough. I'm just suggesting you have an ongoing crew that patches as it occurs. I went around Harvard Square and found about half the number of patches as in Central, which surprised me that it was that high. They've been there for years. It, it just detracts. And I know it's hard to maintain a 10-year-old sidewalk that maybe wasn't built the way it should have been built, but this is on -- it's like any kind of maintenance on a building, you don't leave a problem for 10 years or five years. You deal with it, and it does affect the image of the place, not to mention tripping. So, I, I know you know this, I know you're stretched all over the place and that's why I alluded to that. You cover a lot, but nothing could be as important as maintaining the public way because it affects everything. Councillor Mallon has left the room, but I wanted to mention that we had a number of policy orders preceding this term, which ask for shade sails over playgrounds, where you're absolutely right. The trees 30 years from now, maybe the trees will cover it. And that was never responded

to and it's relatively inexpensive, responded to by the manager's office. And I mean, this is five years, six years ago now. And maybe you'd like a comment on that. You all looked startled by my comment, so may, maybe I was asleep, but I missed it.

**DEPUTY COMMISSIONER JOHN NARDONE:** Through you, Mr. Chair. So, Councillor, you're correct. We -- in the, in the budget for the last number of years, we have had money in there to do shade sails. We have two projects right now that are in design. One is for a Greene-Rose Park, the, the small tot lot over there, and one is up at Russell Field. There's a tot lot in between the two baseball fields. So, we're in -- we're designing that. I know it, it seems -- I, I think a lot of people felt it was going to be as simple, just let's throw this thing up and we can do it. When we started to look at it, given wind shear and all the other things that go along with it, there was a little bit more detail that we wanted to make sure we got right, given in - - it's in a public space. So, we're in design there. We're hoping to go to construction hopefully this summer on those two projects. And then we -- there is money in the budget this year to take a look at what I think started this whole

conversation was, Joan Lorentz Park.

**COUNCILLOR DENNIS J. CARLONE:** That's right.

**DEPUTY COMMISSIONER JOHN NARDONE:** I think when we look at Joan Lorentz Park, we're going to look at the possibility of something like a, a shade sail, but also is there a way for us to do some more intensive planting there to provide shade for that playground without taking away from the look of the library, the Main Library and, and the significant changes that have happened there as well. So, we have a little bit of work to do on that particular project, but those things aren't moving along.

**COUNCILLOR DENNIS J. CARLONE:** Frankly, people have -- don't bring their kids there in the summer because it's so severe. And that defeats the whole purpose. If we put a playground there, we have to think about how to shield it. I have no problem with the column in the middle of the playground because it's all succinct play areas to help with that chair factor. I'm an architect. I love the library, but we did put a playground there, so now we have to continue. As far as the tree plan, we were looking -- all looking forward to the master plan. And I hope, just as you talked about the golf course, which I totally

understand, it's a great resource for trees. I hope we're looking at, and I know the manager's been talking to the state, much of the riverfront is barren, or at least around Harvard Square, especially along the river's edge. And that's where there should be trees. And even if we put them in and we could talk about maintenance another time, I think every special permit it should be -- we have this article 19 where we do review. You do review, and we have to say, how does it help in this prob in this area. There are some private open spaces that indeed could have more trees in it. And the last question, is there a master plan for DPW and, and is that part of this budget? You are -- we all know, but you know, even more how tight you are and seems to be only one way to go. And, and I don't know how you're going to go up, but either that or down and -- and maybe you could just tell us what your thinking is.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. So, there are a number of things that are happening at this point in time. So as part of the MFIP for this year, \$2 million is set aside for, for upgrades that are badly needed at the Department of Public Works, most particularly, in the Ryan Garage, where the toilet

facilities are abysmal, quite frankly. And indeed, in this small building as well, there are improvements that are needed there and some more modest improvements in term -- in, in the Fraser building. So, we expect to begin a construction program next year in order to facilitate that. I think, we're also looking at, additional space someplace else from the city or indeed immediately outside the city. And that's -- we are actively pursuing additional space at the Department of public works. I don't have anything I can report to the city council at the moment, but that's something that's an ongoing pursuit on our part. And if indeed that were to happen, that would certainly make a significant difference to us. We are very constrained in terms of space at this point in time. It affects us in terms of productivity and safety, and indeed morale. And so, it's really important and City Manager and everybody recognizes that there are things that we have to do in order to be able to improve our circumstance. So, it's actively being pursued.

**COUNCILLOR DENNIS J. CARLONE:** Thank you. I, I just wanted to conclude by saying, and I've said this before, this is our golden age. If we can't get our facilities up

to where they need to be, it looks like you're not moving. So, we have to live with what we have and that will take a lot of creativity and money and not just maintenance money. \$2 million is maintenance money pretty much. So, I'm just encouraging you as a representative of the council to somewhat, I know you have many foci to focus on this because if it's not good now, 10 years from now, it's going to be a disaster. So, I know you know that. I, I'm encouraging you to realize that we recognize that and we want you and your full team, the fellow over there to, to look at this.

**COMMISSIONER OWEN O'RIORDAN:** I mean -- through you, Mr. Chair. Just a clarification Councillor, that \$2 million is a design effort. It's not construction.

**COUNCILLOR DENNIS J. CARLONE:** Right. Thank you. Thank you, Mr. Mayor.

**MAYOR MARC McGOVERN:** Mr. Manager.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you Mr. Mayor. I agree 100%. And I can tell you we are really looking hard to solve these problems. I wish they were easier to solve, but I think recognizing we may have to put something outside the city is going to be a challenge in a

lot of ways. But we are now actually looking at that as well. But you're absolutely correct and we're committed to make this work.

**COUNCILLOR DENNIS J. CARLONE:** Yeah. Mr. Mayor, if I could just add to that. I, I know you assumed all this, but since we don't talk about it, I, I wanted to at least make it public and I'm glad to hear that. Thank you, Mr. Mayor.

**MAYOR MARC McGOVERN:** Councillor Simmons.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Mr. Chair. Through you to the City Manager and the head of DPW. First of all, I apologize for asking this question. It's already been asked, but I didn't see in the budget. And so maybe you can speak to it, several years ago, decades ago, I want to say that we banned smoking in public places, and that was a great thing. The downside of that is people started smoking even more so out in the street. And by smoking out in the streets, some of the people used the receptacles and some people don't. And so, what we now have is this preponderance of cigarette, but stuck between the bricks that we seem to be tremendously fond of. I, I'm not, because I wear heels and they always get stuck unless send the City Manager the bill. So, my question is, there was a

time we had these motorized sidewalk sweepers, I've seen a few sidewalks sweepers, I have not seen the motorized sort of vacuum cleaner have -- has that been cut out the budget? And if so, why? Because what are we going to then do to keep a square as clean as we should, given the amount of people that are in that square.

**DEPUTY COMMISSIONER JOHN NARDONE:** Through you Mr. Chair. So, Councillor, we do actually have -- we have two small, they look almost like street sweepers at this point. I know we used to have these, I think what we used to call the green machines where people would sit on top of them and they'd go through the squares. We have an early morning crew that starts at 4:00 AM and they get into Central Square and they get into Harvard Square every single day. They're also doing bike lanes with those vehicles. So, we do still have -- we, we have what we feel is upgraded sweepers, that are mechanical that go through the squares every day.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Thank you, Mr. Chair. So that's good to know, but I don't think it's enough. I guess I would be looking going forward, how do we either improve what they do or hire more apparatus or



individuals because the square, you know, we know it's in the middle of a bid. We know it's in the middle of being the -- have it being named the cultural district, and it's increasingly dirty. And the one thing that stands out for me is these cigarette butts that are all really embedded into the crevices of our brick sidewalks. And so, I would just like to see if a little bit more attention from a monetary perspective, that's going to give us better, cleaner sidewalks.

And second to that is because we have such a diverse population of people that come to Central Square, and some of those are more fragile than others and can't find their ways to the Portland Loo is the, what money are we spending to, I would call it power wash the sidewalks in a way that it might even get rid of the cigarette butts, but the stench that comes along with people that are not making it their way to or can't to, are the facilities that we allow for them that we spent a lot of money to put there. So, could you speak to where's the budget allocation for that? And if there's no budget allocation, then I would respectfully say going forward that there is a budget allocation because the bid's not going to work. We're not

going to sell as a cultural district if it's -- if, if the square feels grimy.

**DEPUTY COMMISSIONER JOHN NARDONE:** Power washing.

Through you. So, Councillor we do, we do also have a power washing crew, and they're in that same timeframe, 4:00 AM We have a crew that goes out every morning and they spend a lot of their time. They're doing graffiti removal, but they're also doing power washing of big bellies and of sidewalks in Central Square. Beyond that, we have a contract that is out in Central Square at least twice a month doing power washing on several locations within the square. So, we, we realize that's an important part of our program. Central Square can be challenging as you know. We do have an overnight population there and, and there's certain areas that we know to go to all the time. There's other areas where we rely on, people calling us and saying, hey, we have an issue here, and we'll send that power washing crew out. I think where we, we lose it a little bit is over the winter months because of that equipment. It's, you know, it's, it's all run by water. So, during the winter months, we actually put that stuff to sleep. If there's a real emergency we can get out and we can take

care of that. But starting in the spring, those -- that truck is up and running now, straight through the late fall, we're out there almost every day.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Mr. Chair. Through you to DPW staff. I don't anticipate or look for it in the winter months so much. That's no removal. I don't want to even start to talk about that. But if there's a way, maybe we talk a little bit more offline about this, there's certain areas that just seem to be real problem areas. And if we are doing it, it's hard to notice that it's being done. And if we're spending the money, then maybe it's a reallocation of the resources. I'm not sure. But again, maybe it's appropriate -- more appropriate to have this offline. Again, I just thought it wasn't -- we had disbanded it because I just could not see the results of it.

**COMMISSIONER OWEN O'RIORDAN:** Through you, Mr. Chair. I mean, I think one other thing I'd like to say, Councillor, is that we have been working very closely with our Human Services Department. The Public Health Department and with the Police Department, around circumstance associates with the homeless for the last year. We meet

with among constant basic roles, meeting with the library around these issues at this point in time. And so, we're trying to be proactive at work, in concert with the other service providers in this area to make sure that we address these issues. because, you know, we've been hearing about other issues associated with public defecation and so on over the last year, that have become much more serious in, in, in the other squares. And so, it's important that from a variety of perspectives that we stay on top of this. And I think there's a significant effort on our part to continue to address this issue. Beyond that from an infrastructure perspective, as Kathy alluded to earlier, you know, as we improve Central Square, we were moving away from molded bricks, which are those larger gaps between them. And so, you get into the wire cut brick, and if you look at the area between, let's say, Pleasant Street and the post office, you don't see the same, you don't see the same issues there. And so, as we improve the infrastructure as well, the issue is alleviated to some extent.

**COUNCILLOR E. DENISE SIMMONS:** Thank you. Thank you, Mr. Chair.

**MAYOR MARC McGOVERN:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you Mr. Chair.

Through you. I just wanted to say that I think that part of the reason -- one of the ways that will be mitigated some of the things that you've been talking about, Councillor Simmons, is through the Business Improvement District that has been proposed here in Central Square. And the city will be making a significant contribution into that, to help for these -- help with these additional resources that, that I think that the DPW while they do an amazing job all over the city, Central Square is just one of those places that needs so much more extra attention that the Business Improvement District is probably the way with -- that we we're going to need to address these issues. So hopefully that will go through, but then the city will be making an investment into that, to address those issues.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Chair.

**MAYOR MARC McGOVERN:** Councillor Simmons.

**COUNCILLOR E. DENISE SIMMONS:** Through you to my colleague, Councillor Mallon. I certainly appreciate that and I'm very happy about the BID District and the, the -- your particular role in it. I also see it this way to, to those that much is given much as expected and the, and the

BID district is cranking -- it's rolling out and that's a procedural process. And so, until then, or while we're in the process of rolling that out, I want to -- I would like to see someone spends 95% of our time in Central Square, the look of someone cares about Central Square. So again, it's not to belittle any effort that's coming or current, is that we may have to work a little bit harder. The questions I didn't ask, and I'm not -- I'm going to put it on the floor, but not so much for an answer, is, you know, you look at Harvard Square and it looks pristine, whether it is or not, and you look at Kendall Square and it looks pristine, whether it is or not, and you look at Central Square and say, "Eh." And so how do we improve that? And so, I know that we are doing is a lot and we just may have to do a lot more to then over time do a lot less because we have more partners. So again, I, I certainly acknowledge what's coming down the pike. I just want us to perhaps add a little bit more elbow grease to what's going on now in the hope that as the BID becomes more vigorous and the historical district and the work of the Central Square Business Association, which is extraordinary, we still may have to do more. And that does not mean that we let private

property owners off the hook. And I said, I wasn't going to bring up snowy pool removal, because that's a huge problem for us, in my opinion. But I just want to pay attention to those things that I often hear from -- for people that often ask, why is it -- you know, why do we have so much gum stuck to the sidewalk? Why is there cigarette butts? Why is there this, this stench of, you know, I'm not going to go be graphic. And so, it, we just have to do more because it's hard to say, oh, well we, we, we washed it on 4:00 AM and this, this is what's happening now at 9:00. Thank you, Mr. Chair. You have the floor.

**MAYOR MARC McGOVERN:** Thank you. Couple quick things. You've been up there a long time, so I don't want to take too long. But one area we didn't cover. I'm curious about the cemetery and not with the maintenance. It's beautiful. And I know Mount Auburn gets a lot of the hype, but Cambridge Cemetery is, is also incredibly well maintained. But if I end up having to be buried in Somerville, I'm coming back to haunt some people. (Laughs). So, what, what is the status? Are we looking at? What are we going to do? Are we looking at new locations? Are we looking at expanding somehow? What's, what's, what's the deal?

**DEPUTY COMMISSIONER JOHN NARDONE:** I think that Watertown, that's (Laughs) -- No, so --

**MAYOR MARC McGOVERN:** I'll start hunting you first.

**DEPUTY COMMISSIONER JOHN NARDONE:** -- I, I think it was, I think it was last year that we had allocated some money to begin the first phases of a cemetery master plan. We're in the process right now of just working out the, the final details of signing a contract with our consultant to get that process underway. The master plan will look at -- and I, I have to say, I, I give credit to our superintendent, the cemeteries, Jim on his own has been removing streets where we can remove streets within the cemetery to add more grave space. But we want to do that on a more holistic, in a more holistic way. So, the cemetery master plan will look at the overall cemetery, look where we can find additional grave spaces for traditional burials. We'll look at things like cremation burials, different ways to -- you know, there's different -- there's niche walls, there's different things. So, we're going to look at all of that. We are going to look at some beautification efforts there as well. So, we're hoping to get that contract underway within the next couple of



months.

**MAYOR MARC McGOVERN:** Great. Thank you. And just in closing, I also want to thank, Mr. O'Riordan and your staff. There is never a time that I've come to you with a constituent question or concern that you haven't responded and followed through, including coming out to various locations. And again, you, you tend to travel in a, in a large group, so usually there's four or five of you to take a look at -- at someone's concern right there on the street. I often email Mr. O'Riordan at all hours because if I don't send an email, I forget. And I say, don't answer this tonight, but if I don't send you this email now, I won't remember. And sure enough, I get an answer that night. So, I just really want to thank you and your entire staff for what you do for our city and being so incredibly responsive. If there is nothing further, on a motion by Vice Mayor Devereux to send the Public Works Department budget to the full City Council with a favorable recommendation. All those in favor say, aye. Those opposed, nay. The aye's have it. Next up is water and I will yield the chair to Councillor Simmons.

**COUNCILLOR E. DENISE SIMMONS:** Good morning. We have

the Water Department. Now before us, this department was pulled by Vice Mayor Devereux. Vice Mayor Devereux, you have the floor.

**VICE MAYOR JAN DEVEREUX:** Thank you. Thank you, and through you. Hi, Sam, nice to see you. I wanted to ask a few questions. You know, we, we had some discussions earlier this year following the water main break on Craigie Street and discussed how we can get ahead of the aging water infrastructure we have. So, I wanted to ask you a little bit about the anticipated spending on that. It looks like, and maybe that sort of gets us into the public investment section, but it looks like we're spending about \$2 million a year in capital funds, but it's not -- it's pretty steady projected forward. You know, and I -- there - there are concerns that we could be spending more or we could be doing different things. So, I wanted to ask you a little bit about that.

**MANAGING DIRECTOR SAM CORDA:** Okay. If I may just introduce staff. That's okay?

**VICE MAYOR JAN DEVEREUX:** Of course. Yeah.

**MANAGING DIRECTOR SAM CORDA:** Sure.

**MANAGING DIRECTOR SAM CORDA:** Fred Centanni.

**COUNCILLOR E. DENISE SIMMONS:** Please turn your mic on, or speak into it.

**MANAGING DIRECTOR SAM CORDA:** I believe it is. Thanks.

**COUNCILLOR E. DENISE SIMMONS:** Thank you.

**MANAGING DIRECTOR SAM CORDA:** I'd like to introduce Fred Centanni, the Director of Administration; and Liz Hatch, the Administrative Supervisor for the department. Thank you. And, obviously, I'm Sam Corda, Managing Director of the Water Department.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Corda.

**UNIDENTIFIED SPEAKER 1:** Funding for distribution.

**MANAGING DIRECTOR SAM CORDA:** Yes. The funding has gone up, over the past several decades. It did start out at, you know, in the hundreds of thousands of dollars and now it's up to \$2 million and agreed it's going to be somewhere between two and two and a half million dollars a year over the next -- the projected over the next few years. It seems like, we've been able to do a very good job of working on the infrastructure. We've worked with a variety of different other departments, in particular Public Works Department and that has actually allowed us to expand our capabilities as we, as we go forward. We do --

we've also enhanced our staff. So, we do a lot of water main replacement ourselves. We do -- we have contractors that we hire to do replacement and we also work with the Public Works Department. And it -- and I think at the rates that we're going, it seems like it should be very effective. I understand the situation on Craigie Street. It was a very unusual circumstance in particular, that particular leak because, the water main broke and there was a low-lying area really way out of the, out of the site significantly so. And, and that made that a way more complicated situation.

**VICE MAYOR JAN DEVEREUX:** Sorry. Sorry. Thank you. I didn't realize my mic wasn't on. Thank you. Well, I guess, I guess I'm just want us to be very proactive on that front so that we aren't left in that situation again, and so that residents aren't left in that situation again.

**COUNCILLOR E. DENISE SIMMONS:** I believe Mr. --

**CITY MANAGER LOUIS A. DePASQUALE:** Can I just follow up for one second.

**COUNCILLOR E. DENISE SIMMONS:** -- DePasquale wanted to say something.

**VICE MAYOR JAN DEVEREUX:** Oh, yeah.

**CITY MANAGER LOUIS A. DePASQUALE:** Madam Chair, sorry. I agree 100% and one of the things that we've really talked about with Sam, especially every budget, but especially this year, what happened is obviously we're very proud of the fact we've been able to control our water right. But it can't be at the expense of having these happen. So, we are really comfortable that this is the right number to address our concerns. And the budget was truly based on what Sam felt was the appropriate number to address the issues that are going. And it was not rate driven at all. And we'll continue if this means the rate goes up because we need to make this a more of a priority, we will. But at this point in time, we've made it as high as we think is a reasonable number for the budget. But I do want to bring home that I appreciate the concern of the council because we had a long discussion about that. And if money -- if there is a determination that we need to do more, we'll be up with another appropriation, I assure you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Mr. DePasquale. Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Thank, thank you. I appreciate that. On the online meter reading system, I

noticed there are about \$200,000 a year going forward. That's again, in the public investment. It's a little hard because it's mentioned in, in the operating and then it's also explained in the public investment. So, I'm sort of toggling back and forth, but do we have a, a percentage of, of how -- what percentage of the meters have been converted or is there a, a target for --

**MANAGING DIRECTOR SAM CORDA:** Excuse me. Through you, Mr. Chair. The -- Miss Chair. Sorry.

**COUNCILLOR E. DENISE SIMMONS:** I understand. It's okay.

**MANAGING DIRECTOR SAM CORDA:** Madam Chair. Excuse me. (Laughs) Wow.

**VICE MAYOR JAN DEVEREUX:** It's okay.

**MANAGING DIRECTOR SAM CORDA:** Yes. We've replaced --

**COUNCILLOR E. DENISE SIMMONS:** I'll never let you live it down, but it's okay.

**MANAGING DIRECTOR SAM CORDA:** (Laughs). We've almost completed that; we've done over 15,000 metres transmitted units. That's the process -- project that we've been working on. We've done over 15,000. We have approximately a little under 600 to go to replace and we have about 700 of

them that we need to do some more work on because something has gone wrong in the process. So, we're very, very close. We expect in the next four months to be finished with that metre transmitted unit replacement program. And the money that we allocate on an annual basis is typically for either metres or any other repair work that we may do during the regular year as well. So that, so that's really routine maintenance on the system.

**VICE MAYOR JAN DEVEREUX:** Okay, great. And, and installing those meters should give us, should give us the ability to help residents prevent bad surprises on their water bills. Correct. Okay. Yeah.

**MANAGING DIRECTOR SAM CORDA:** Hopefully, yes. Once, once that's all complete and they're all working, that will definitely make it a lot easier for us to assist residents in minimizing any problems that they may have from a water leak or water consumption perspective.

**VICE MAYOR JAN DEVEREUX:** Yeah. Also, in the -- in -- again, in the public investment, but it's related to the storm water and older pipe repairs. It, it mentions in the, in the narrative that the cured-in-place plastic pipe is a typical method. And there's been so much -- I think that's

on page VI-48 and I'm -- excuse me if this is, like, not the right section to discuss this and maybe that's actually public work. So that's for sewer. Okay. And so, it's okay, never mind then. Got it. Okay. Skip that. Do you -- and, and this gets a little bit into planning, but it's related to capital. Do you -- do we do long-term projections for the impact of all of the growth that we have, both residential and commercial on the water supply in terms of, you know -- in, in light of climate change. Because we had the drought of 2016 where we had to go on MWRA water and that, you know, could easily happen again. And our population is growing. And our, you know, our daytime population is growing. How, how are you anticipating for that in terms of capital planning or, or what else might be needed? Because we have these reservoirs outside of town and I noticed there's money in the public investment fund for doing maintenance and improvements there.

**MANAGING DIRECTOR SAM CORDA:** Yes. Through, through you Madam Chair. The -- we have done a demand projection, in other words, what we think over the next 20 or 25 years, what may not expect to be the water consumption based on, you know, the zoning laws that have been changed and so on



and so forth. And it's pretty much a stable projection. I think it is a slight increase. We've done these demand projections in the past and there's always been some predicted increase. Although our demand has actually gone down on an, on a regular basis over the last 30 years. It's gone down, it's right now I think it's been somewhat stable the last three years, about 12.9 million gallons a day. So, so I think that, what we rely on is water conservation, other technologies that help us to reduce the use of water, and informing customers and how they might redo it -- reduce their consumption as well. You know, through -- again, simple examples are low flush toilets and, you know, washing machines. Again, the old days they'd use 60 gallons of water, now they use 15. So those have been significant improvements and we were, we're expecting to continue to do that process to help reduce, or maintain the consumption level at where it's at.

**VICE MAYOR JAN DEVEREUX:** Okay. Well, that -- I mean, that's good because I guess, I guess I'm asking this just because we're having a lot of conversations about infrastructure and making sure that utilities including electrical power, water, you know, all of our capacities

are, are up to the anticipated growth. And so, I just -- I mean, it's great that things are more efficient and that we can continue to add residents and add employees and office buildings and labs and so forth, but not have a huge additional demand. We still have, you know, climate change where we could have a drought that would impact our ability to supply even the existing demand and have to go on MWRA water as we did briefly. So just -- you know, I think people have asked me about that. So, I, I want wanted to just relay that to you. When we go on MWRA water, do we pay to treat that or is that, is that pre-treated? If that's a way of describing it?

**MANAGING DIRECTOR SAM CORDA:** Yes, we actually take it -- through you, Madam Chair. We, we actually take the water direct and we do not have to treat it. So, there is a slight avoided cost because we, we -- when we do that, we don't run our treatment facility.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Think that is it for the questions that I had. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Vice Mayor.  
Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you Madam Chair. And through you, you mentioned the water conservation and the reduced demand or, or mostly stable demand. I, I was looking at the revenue projections and it seems to be declining. Is that associated with this demand management or is it something else there?

**CITY MANAGER LOUIS A. DePASQUALE:** So, the way we work with the revenue on the water budget is to really take a look at what the budget is that is needed to support it. So, because of the -- some of the savings we've had in debt and everything else, we've been able to have a conservative budget protection. So, I mean, [inaudible 02:13:02] was worked on the water sewer rate for a long time. The consumption really one way or the other is pretty small, plus and minus. So, I'd say over the last 10 years, you're probably net at about where we started, but the projection's really based to make sure the budget is balanced. So, there is a little room in there, but I think with zero rate increase, we felt comfortable that that would be a projection. But we always try to take a 1%, 1.5%, sometimes, 2% reduction just in case in any given year that happens.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you. Yeah, I mean it just seemed really significant to me. We went from \$16.8 million to -- in FY18 to \$13.9 million, FY19; projecting \$12.8 million, FY20.

**CITY MANAGER LOUIS A. DePASQUALE:** So, this is where the budget picking up the tricky parts of the budget, somewhat like the Health Department, this includes capital in the, in the actual number. But for the budget, this is the operating budget. So, the projected is to support the operating where the actual also supports the capital. So, if you combine the two, you would see that it's pretty similar to the same number. It's just the way we categorize our revenue.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks. So, if I'm understanding you correctly, you're saying that this doesn't reflect the total revenue you're planning to receive.

**CITY MANAGER LOUIS A. DePASQUALE:** In the actual it does; in the edit to, it does not. That is correct.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Okay.

**CITY MANAGER LOUIS A. DePASQUALE:** It's confusing.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Okay, thanks. That, that makes sense. And then, you know, just to echo the Vice Mayor's, question or, or concern. You know, I, I think it, it is warranted given what we're seeing in terms of climate change projections in the future, that we really look at long term, what makes the most sense in terms of continuing to supply water to our residents in, in, you know – at, at what point do we need to consider maybe transitioning to MWRA and, and having our own system as a backup, based on the costs and, and the maintenance of, of trying to keep it running in the face of these challenges that we're facing. You know, I, I remain concerned about the chlorides and, and the impact that's having on, on equipment throughout the city. So again, I think in terms of long-term planning, we need to have a, a good look at this issue going forward. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Zondervan, do you yield the floor?

**COUNCILLOR QUINTON Y. ZONDERVAN:** Yes. Thank you, Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Pleasure of the

committee. Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you Madam Chair. Mr. Corda I, I know the Water Department is always very concerned about the reservation and, and to respect the quality of the water to ensure the quality of the water is, is maintained. How much of the budget is used for that? Or how do you maintain the integrity of the reservation? What is normal? I know you have staff that are responsible for that. Could you just tell us --

**COUNCILLOR E. DENISE SIMMONS:** Mr. Corda.

**COUNCILLOR DENNIS J. CARLONE:** -- your overview on that?

**COUNCILLOR E. DENISE SIMMONS:** Mr. Corda.

**MANAGING DIRECTOR SAM CORDA:** Through you, Madam Chair. We have a pretty good operating budget that we -- as we renovate the reservation or operate the reservation or maintain the reservation. We have been having that follow up. It's the watershed division. I, I don't have the actual breakout. Maybe Fred might be able to look it up while we're talking, but it, it -- we feel it is enough to maintain the reservation and we have contracted services to help us. We have staff to do it as well. And that, that

seems to be working well way. I'm in constant contact with the division, division managers to make sure that our budgeting is okay when we go through the budget cycle at the end of the year, we make sure we're doing okay at the beginning of the year projections. And this year, I think we did do some increases as a result of some debt drop off in our budget that we're able to actually increase the maintenance of our Fresh Pond Reservation. I think it's, it's, it's sufficient and I think it works very well at this point.

**COUNCILLOR DENNIS J. CARLONE:** Good. So, Madam Chair through you, if -- am I right to assume that if you see a possible problem butting up, you, you jump on it within that year? You don't wait till the problem festers at all? Is that how it's done? It's really observing and then saying, this is a potential issue, we better make sure we deal with it now?

**MANAGING DIRECTOR SAM CORDA:** Yes. Any emergencies are handled immediately, whether it's, you know, a storm event that created some tree fallings and so on and so forth. We handle it right away. We do look at the reservation and we do work at what projects we might want to do in the future.

As an example, we just finished the drainage and Community Garden project on the reservation, which is at the Sozio Rotary and so on. That was a 1.5 or \$1.7 million project that we did. And then we're, we're looking at the pathways. That's the area that we need to do some work on. There's -- we've done a whole bunch of work around the golf course. We've done a whole bunch of work near Glacken Field on the, on the high slope there. And so, we do schedule this work over time. The next one of the next areas that we're going to look at is the, whether DCR Greenway is, we're going make sure that once that project is done, that we look at that area and properly vegetate that to, to meet the needs and update that area. Once, once their work is done, then we'll, we'll fix that up. And there are other -- you know, this [inaudible 02:18:46] we needed to work on and so on. These are all in the plan. And we do budget specialized capital funds on an annual basis depending on what the projects are.

**COUNCILLOR E. DENISE SIMMONS:** Councillor.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Mr. DePasquale.



**CITY MANAGER LOUIS A. DePASQUALE:** Also, like the general fund, there is a \$10 million fund balance here. So, if a need came up, we certainly were in a position to address it immediately. And obviously we would also -- we've added a new ranger position in this, in this budget. So, Sam is always looking at areas like this, but again, it's fortunate that we have flexibility. If there is a crisis, we have a fund put aside, help address that immediately.

**COUNCILLOR DENNIS J. CARLONE:** Thank you. Thank you, Madam Chair. So, you quickly went to where I was going on the, the Greenway and you're very perceptive, Sam. So indeed, there will be planting that comes back. Will there be additional new trees planted where it was -- they were taken out?

**MANAGING DIRECTOR SAM CORDA:** I actually can't answer that question at this time, but once -- what we will do is once that work is completed, or we're actually in the -- starting the process now, is to evaluate where we're at, look at, you know, design, what we might do to improve either the segregation of the reservation in the DCR Greenway or, or the, you know, the supplemental two,

depending on what we're looking for. Obviously, the pine forest is a very significant area for the for the, for the Water Department and the water board. So, we'll make sure that, you know, whatever it is we do that we enhance that and, and fill in any gaps that might have happened during that process. And just from a frame of reference, we do need to remember that that was a railroad track, a live railroad track. So, I know sometimes it seems that this is way worse than it was before, but this is way better even with the Greenway. So, I think that as a result of that, we will better vegetate and better protect the pine forest in those areas and in interrelationship to the Fresh Pond Reservation.

**COUNCILLOR DENNIS J. CARLONE:** And, and that would be in concert with the Fresh Pond Advisory Committee?

**MANAGING DIRECTOR SAM CORDA:** Absolutely. With the wa -- between the water board and the advisory board, you know, we have a lot of very good advice as well as highly technical staff and consultants to make sure that when we - - as you, hopefully, as you've seen as we've renovated various areas of the reservation, they're significantly better than they were before. We've restored habitat. We,

we've done stormwater management, stormwater control, control. We've improved the water quality on every of these projects, which is the main function. And also, we've improved the usability of reservation visitors as well.

**COUNCILLOR DENNIS J. CARLONE:** Great. Thank you. Thank you, Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Councillor. Pleasure of the committee. Hearing none, entertained a motion. Motion by Councillor Carlone that we move the water budget to be referred to the full Council with a favorable recommendation. All those in favors say, aye. Opposed? The aye's have it. And the matter is so forwarded. Our next department is the Community Development Department. This was pulled by Vice Mayor Devereux. 11:18.

**COUNCILLOR E. DENISE SIMMONS:** Good morning. This is the -- the department that is currently in front of us is the Community Development Department. Please introduce yourself, your staff, and then the floor is over -- turned over to Vice Mayor Devereux.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Thank you, Madam Chair. My name's Iram Farooq. I'm the Assistant City Manager for Community Development. It's a pleasure to be

here this morning. I am joined by a number of staff from Community Development. To my left is, Sandra Clarke, our Deputy Development -- our Deputy Director for Administration. And then, behind her is Khalil Mogassabi, our Deputy Director for Planning. our budget team includes, back there, Kevin Gookin, our Fiscal Director, Betty Lyons, our Grants Administrator, Peggy Kutcher, Project Administrator. And then our division directors who are joining us today. Chris Carter is our Director of Housing. Lisa Hemmerle -- they're all right here behind me and we'll probably be stepping in as questions come up. Lisa Hemmerle, is our Director of Economic Development. Susanne Rasmussen is our Direct -- Director of Econom -- Environment and Transportation Planning. And Jeff Roberts is the Director of Zoning and Development. Not here with us today is Melissa Peters, who is our Director of Community Planning, and she is on parental leave and Khalil is filling in, in an acting capacity in that role. And the last person I, I want to mention is Bridget Martin, our Communications Manager, who I believe is going to just be handing out our year in review document that just summarizes some of the work that we've been doing in the

last fiscal year. And a few highlights of what to -- coming attractions in the next year. And I do want to thank both the City Manager and the council, in that regard, because Bridget's position was one of the positions that we had in our last -- in our FY19 budget. She started working for us in contract capacity and is now part of our permanent staff. So, we're delighted to have her be part of the, the CDD team. Thank you very much.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor you have the floor.

**VICE MAYOR JAN DEVEREUX:** Thank you Madam Chair. Well, good. If I'd read this before, my questions might have been answered, I don't know. More reading. Thank you. One, one of the, the continuing questions that the council has had over the past year, because it, it just feels like we can't, we can't catch up in terms of new initiatives. Whether it's zoning initiatives, or planning initiatives, or environmental initiatives, or micro mobility. It just, things keep seeming to come at us faster and faster, and we keep throwing them back to you. And capacity has been a continuing concern. So, I wondered if you could just sort of outline what specifically you're doing in terms of

capacity building. I did read the overview. I see that you have a couple of new pot -- positions and that you're also, you know, relying fairly heavily on consultants, which note slight to Councillor Carlone, who was a consultant for many years. Consultants can be great, but I sometimes worry that, you know, we could be too reliant on consultants when that staff should be in-house to provide the ongoing continuity. So, if you could just speak to that a little bit, I'd appreciate it. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Farooq, you have the floor.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through, through you, Madam Chair. Councillor Devereux. I mean, Vice Mayor Devereux, we, we share your experience of having a, a lot of changes that are emerging across the board in all of the areas of -- that we are involved in, all the way from climate to transportation to even the things that, as we try to address through zoning. And so, we are -- we've certainly been thinking it's been top of mind in terms of how to build capacity, and not just this year, but in the last several years. And so, I, I would say that, the City Manager has been incredibly supportive. And we've had new

positions in the last, last couple budgets as well as in this one. So, we haven't -- as you can imagine when looking at the whole city, we haven't been able to have all of the positions emerge at once. But clearly this set will, will bring us some really critical capacity, as did the set of people that were in last year's budget. And then, I'm sure this is not the end of the road because we have other items that we've discussed with the manager, which we will be -- we expect we'll be bringing forward in, in future years. But just, you know, couple of examples on where we are.

So, in our last year's budget, as I mentioned, Bridget Martin was one of the people who, who was -- has -- is now part of our permanent team as a result of a position that was created last year. And that has really helped our ability to communicate better with folks in the, in the city and be able to get information in a timely manner to people. The senior economic development manager position that was created that is now filled by Pardis Saffari. And as a result, we have just hired a couple weeks ago, we had a person start Bonnie-May Shantz which -- who we are very, very excited about. So that division, we've, we've added capacity. And we've also built capacity in, in housing with

the Senior Inclusionary Housing Manager Justine Cabrera, who started -- I think you, many of you have gotten to know her even in the short time that she's been here since February. And so those, those folks have brought invaluable strength and capacity to the department. I expect that the positions that we have listed for this year, that we are -- that are in the budget for this year, will similarly impact our capacity in a, in a positive way. I would say the one that we are most looking forward to in some ways are -- well actually I would say we're looking forward to all of them, but the, the zoning planner, as you know, a lot of things we've -- council has asked us about many different initiatives that you would like to pursue that have gotten logjammed because of capacity.

And I would say that once we are able to hire for that position as well as one that we have had to reformulate in this, that was in this year's budget. We have hoped to really have a stronger and, and both broader and deeper capacity in the zoning and development arena that will be helpful. And I would say the data information analyst position that we have listed, is something that is going to cut across the board. And I would say some of the things,



particularly as we think about the newer elements that are coming up, they often have to do with understanding what is happening, looking at the data, being able to be much, much more. I mean, we as a department have been trying to be much more evidence-based, and so that we can really target the resources that we do have to places where they're likely to be most effective. And I think having this position is going to really assist us in, in that.

And I would say the one that -- the position that we are in some ways most excited about is the community engagement manager, we have had such an incredible experience working with the community engagement team that's part of the Department of Human Service programs. That -- the fact that we will be creating a similar team at CDD, and then having an engagement manager who, helms that team, but also is a, is a broader, and is a person who really is out in the community, connecting with folks that we are currently unable to connect to, and the point of contact who people know that they can go to this person and, or that they can -- they know who to go to in order to, to draw people to whether it's engaging in planning processes or, alerting them about projects that might be

coming their way. I think that that will really help make the connections that we are currently making in a less robust way. So, I would say that, I'm extremely excited about each of these three positions that are in next year's budget. But I think you can rest assured that we will be talking to the manager in future years about additional capacity as needs arise.

**VICE MAYOR JAN DEVEREUX:** Thank you. And I encourage you to certainly advocate for the, the support you need because, you know, your -- our city and your department are sort of the front line of all of the, of the growth pressure, and it does put a, a huge burden on our staff and on the council and everyone else to support that. And you know, for a city of our size, we are probably experiencing as much of this almost as Boston in a very -- in a different way. And I don't -- I haven't compared their staff, you know, sort of dollar for dollar, you know, how many buildings are being built, how many hundreds and millions of dollars are being invested here versus the amount of staff resources. And I think, you know, it's would be good to, to be thinking in those terms. One, one area where I noticed that there was a, a drop in staff, and

it could just be because people are redeployed or supplemented in some way, is in the community planning area, which is I guess Melissa's area. So, in fiscal year 18, we had 13 people, and it looks like we're projected in this budget to have 10 and all of those neighborhood planning. I mean, Melissa, when she started was very involved with Envision because that was sort of what we were doing in neighborhood planning. But now that Envision is finished, but in a perhaps a different form, there will be no less need for very active coordination with neighborhoods in the way that Stuart Dash was sort of involved in those things. So, I wonder if you could talk a little bit about that.

**DEPUTY DIRECTOR SANDRA CLARKE:** Through you, Madam Chair. So, as you did suggest, it could be a repositioning and that is exactly the impact. So, there's no less of an influence or staffing within the community planning division. And actually, one of the new positions is resident in that, what it does reflect is that during last year, we split the zoning and development division off from community planning. So, you'll notice in that area it starts from zero in FY19 and is now at five proposed for

FY20.

**VICE MAYOR JAN DEVEREUX:** That makes sense.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Thank you. That makes sense.

Good to know. Skipping over to, I guess probably Susanne's area of environmental and transportation planning, I noticed that there is \$25,000 for a scooter pilot. And I a little bit wondered what, what that cost reflects. Is that, is that a consultant or is that for -- I don't know.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Rasmussen.

**DIRECTOR SUSANNE RASMUSSEN:** Through you, Madam Chair. The \$25,000 is intended to be able to engage a consultant to do evaluation of the pilot that we're hoping to undertake this season. Depending on the, the, whether the state legislation that would legalize the scooters, will actually happen in time. But the idea this year is that we would operate a scooter pilot under existing regulations and then observe and learn from that. And then next year we would move to an actual scooter and or micro mobility ordinance to create a, a more appropriate regulatory framework. Since now we're regulating under the sidewalk vending permit, which is not really intended for this. So,

the idea is just to set aside a sufficient amount of money that we could undertake a, a real evaluation and, and use that for input into the designing the, the broader, more specific ordinance.

**VICE MAYOR JAN DEVEREUX:** Great. Thank, thank you. That's helpful. We continue to get emails automatically generated by I guess, people riding Lime scooters who are sending us emails. So, there's a lot of enthusiasm for that. Can I ask you also, how much does a, a Bluebike station cost, if we were to essentially do it without the help of a development partner or somebody, how, how much would it cost us just to put a station on city-owned property or, or someplace?

**DIRECTOR SUSANNE RASMUSSEN:** So, I, I can't give you a specific number on that because it also depends on the, the long-term operation and maintenance of that. So -- but we can try to come up with a specific number that I can get back to you on, but it's, it's -- they're fairly expensive.

**DEPUTY DIRECTOR SANDRA CLARKE:** Depending on the size of the station because it ranges from a smaller, to a medium to large. Generally, it's in the vicinity of \$40,000 to \$50,000 for the station.

**VICE MAYOR JAN DEVEREUX:** And that's just, that's just the sort of capital cost, and then it has --

**DEPUTY DIRECTOR SANDRA CLARKE:** Exactly.

**VICE MAYOR JAN DEVEREUX:** An operating cost.

**DEPUTY DIRECTOR SANDRA CLARKE:** And then there's --  
Yeah.

**VICE MAYOR JAN DEVEREUX:** That would be part of our -- it would just be part of the contract with Motivate to operate it. How would that work?

**DEPUTY DIRECTOR SANDRA CLARKE:** Yeah, so, we would need to consider how that factors in -- overall -- with the Motivate contract. Since there are many components to it, there could be some additional aspects that we haven't thought about or considered as part of that. So, I'm just quoting the amount of the actual station at this point.

**VICE MAYOR JAN DEVEREUX:** Okay. I'm only asking because there are areas where we still don't have much coverage and they --

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through you Madam Chair. The only thing I would add is that there is -- under our contract, there is a certain amount of expansion capacity where we can select new locations to put in docks

-- I mean, to put in the stations; but it is if we go beyond that number, then it would essentially be a renegotiation or --

**VICE MAYOR JAN DEVEREUX:** Or an additional cost.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** -- or an additional cost, yeah.

**VICE MAYOR JAN DEVEREUX:** Okay. Thank you. Okay. I wanted to ask, a little bit, about the housing -- particularly about affordable housing and the amount of money that we're allocating toward it. We're putting \$5 million from property taxes this year, toward that; and that's, obviously, not the entire amount that we're spending from all sources on affordable housing. And the page in the first part of the book that shows the consolidated spending was very helpful. Looking at the table, sort of, going forward; it didn't look, to me, as though that property tax allocation was increasing very significantly, you know, in the projections. And the manager may want to talk to this because we're continuing to get emails from people about this, you know, \$20 million. And we do have, you know, excess levy capacity. There's, you know -- there is money that we are not

necessarily spending. So, I just -- I wanted to give you an opportunity to talk a little bit about that and how we determine what percentage of the levy, levy capacity we're going to use and in light, specifically, of the affordable housing. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Mr. DePasquale.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you, Madam Chair. So, obviously -- I want to take a look at what we directly give to the Affordable Housing Trust. In last year's budget, it was approximately \$13 million, which includes CPA funds. Clearly, after listening to the council and the resident's concern, we felt we needed to make a substantial increase in that. In the Envision Cambridge process, there was a feeling that \$20 million annually would be a reasonable start. We took a look at that. We worked with -- and discussed it, and come up with a way -- though, do we now, with 25% of the building permits? And initially, I'm not going to lie, that's about 1.5. I thought, "Okay, that would be a start." But, clearly, based on everything I heard, it wasn't enough. And we have now increased that to \$5 million. So, that puts us a little over \$20 million, as we said, without taking into



consideration any additional revenue that may come in from cannabis or Airbnb and we decide to put in there.

**CITY MANAGER LOUIS A. DePASQUALE:** But one of the things that I thought was important was that there was a council order that I know was amended that said, "Could we double the \$13 million in a three-to-five-year period?" And I appreciated the opportunity to have a three-year period, but I've been really talking to my team and I think there's a very good chance that we could do that in a two-year period, when you consider that CPA funds will be increasing and the impulse that the council has put on this, I don't think that's unreasonable. So, I think this is an incredibly aggressive budget. I will tell you -- and again, I know Cambridge wants to be the best; but I can tell you, as a percentage of a city, there is no city -- And I will -- you can check anywhere you want, that is putting more of an operating budget towards affordable housing than the city of Cambridge, period.

**CITY MANAGER LOUIS A. DePASQUALE:** And it's the right thing to do and it's something we're very proud of. However, I do think you have to also balance this out with the taxpayers. To add an additional \$20 million to the tax

bill when we're already looking at about an 8% levy increase, I just felt was too much, too fast. I think this is a fair and appropriate way to do it. I assure you that we'll continue to take a look at how we can increase this number. And, like I said, I'm pretty comfortable that we can, hopefully, get to that double in two years. So, I really appreciate the council working with me on this. I think this is something that all of us should be incredibly proud of. It is something I'm very proud of. But, again, I will say what I have said numerous times, there are a lot of seniors in the city of Cambridge whose property has increased dramatically but cannot afford major tax increases.

And in my mind, that's also a way of affordable housing and keeping the tax bills at a reasonable increase; which this will be what I would say is a reasonable increase, but it will be slightly greater than what we've seen in the past, to hopefully address the fact that we need to fund more for affordable housing, but also not totally on the backs of the Cambridge taxpayers. I'm trying to get that balance. I've really put a lot of thought and time into this and I think I've come up with an appropriate

balance. I think I've come up with a really strong long-range plan. Obviously, when it comes to this enough, you could argue it's never enough; but I really think in working with the Affordable Housing Trust, if something comes up, we'll address it. I also think that if you look at this budget -- we know Fresh Pond Apartments is out there.

I don't want to put a number out there because we're in negotiations; but when that is said and done, and I think hopefully it'll be said and done in the next year, we will exceed any expectations of what was asked to go towards affordable housing. So, I do think that also has to be a factor. So, again, I'll let Jeff talk about -- I mean, Chris, talk about more specifics, but this -- I'm really glad we had the opportunity to discuss this because this is something I'm very proud of and it's something I really want to thank the council and the residents for really making us dig more out of the box on how we can address such an important issue in the city. And I think this budget is something that the Council and the residents should be incredibly proud of. It's something I'm very proud of and it's something that I think we can continue to

grow. So, I'm going to turn it over to Chris.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Carter.

**DIRECTOR CHRIS CARTER:** Thank you, Mr. Manager.

Through you, Madam Chair. I'd just add one thing just to also keep in mind that at this point we are now beginning to see the revenue coming from the contributions that come under the Incentive Zoning Ordinance. So, as you recall, the council made some significant changes to that ordinance in 2015. We, just a couple months ago, got the first contribution under those changes; just over \$2 million from a development near Kendall Square. We have a lot of activity, as you know, a lot of developments that are now under construction that will be subject to the Incentive Zoning provision. So, we will see that mechanism become a significant source of revenue for the Affordable Housing Trust in the coming years. We actually expect a couple of other contributions this year and then more, in FY20. So, that will add to the resources that the trust has to put into housing to preserve affordability at Fresh Pond Apartments, then look for new opportunities.

**VICE MAYOR JAN DEVEREUX:** Great. Thank you. Thank you for that reminder. And that also reminds me that, I think,

isn't there a study that's going to be getting underway to look at that amount for the Incentive Zoning?

**DIRECTOR CHRIS CARTER:** Yes. Through you, Madam Chair. We are underway with the update to that Nexus study. It's been underway for a couple months and we are moving forward with the analysis, looking at development projections and what the contribution should be now, given the impact on the new development on the need for affordable housing.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Thank you. And it's been mentioned a couple of times, since the Manager's here, that money from cannabis could potentially go to housing. I know the City Solicitor has said that the community impact fee has to be spent on things that are directly related to the impact of cannabis, but is that the additional revenue from a state tax or, you know, would that --

**CITY MANAGER LOUIS A. DePASQUALE:** That would be the additional revenue that we could come up with to determine what percentage could go to housing, if that's what the council determined was a priority. So, we do have some flexibility.

**VICE MAYOR JAN DEVEREUX:** Okay. Thank you. And Fresh

Pond Apartments came up. So, on page V-100, where it talks -- this is related to housing, again. The chart. New rental units under development and existing units preserved as affordable housing, with city financing projected in fiscal year '20, is 604; which is a big jump up. So is that -- does that include some of the anticipated Fresh Pond Apartments.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Carter?

**DIRECTOR CHRIS CARTER:** Yes. Yes, it does. The 504 units at Fresh Pond Apartments where we are setting a goal of preserving those units are included in our FY20 budget target.

**VICE MAYOR JAN DEVEREUX:** Okay, that's great.

**CITY MANAGER LOUIS A. DePASQUALE:** So, through you, Madam Chair. I would just say that we are working hard, but I'm going to be honest. This is about the third year in a row that I thought we were going to be able to resolve this. So, I do believe it will be next year; but, again, it's a work in progress but I really believe that we are in the best position we've been in to, hopefully once and for all, resolve this matter. But it's not been lacked from a commitment from the city, but we'll hopefully get this

done.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** I am sorry. I've got a  
(Laughs) -- It's a long section, so I just want to make  
sure that I have covered the things that I was most  
interested in. I think -- I think that's it for me. Thank  
you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Vice Mayor.  
Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you, Madam  
Chair, and through you. Thank you for increasing the budget  
on the, affordable housing priorities. Certainly,  
appreciate the challenges of doing that. I think we do need  
to continue to do that and I think the accelerated timeline  
is very promising and, hopefully, we can continue to find  
ways to increase it beyond that without, as you point out,  
adversely impacting our cash strapped residents. On the  
Envision program. I know that we're, sort of, winding down  
the three-year project; but at some level, it feels, to me,  
like we're only just getting started. I mean, we've, you  
know -- we've created a -- I think a really great set of  
goals for, you know -- with the community's input and,

really, their -- they've, -- they're the ones who've provided those goals into the Envision program, which I think is really helpful for us, you know, as we go forward in our planning efforts. So, what is our plan in terms of building on that work?

**COUNCILLOR E. DENISE SIMMONS:** Ms. Farooq.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through you, Madam Chair. Yes, it also feels like we're just starting to -- us as well, because it is -- essentially, what Envision has done is created a long work plan for us at CDD as well as for many other city departments. So, what we are doing right now. One piece that I know people have asked about is the reports that are coming out of the process. So, we are in the final stages on the report. We ex -- we're hoping to have a digital version of the Envision, the main report, completed and going public around the end of this week. In terms of the Alewife report, that will take another month or so to get to that point just because we've been unable to parallel process, especially with Melissa on parental leave.

So, that is -- that's one piece, you know, winding down; tying up the knots of what the process that we have



just concluded, but we have also begun a number of pieces that are follow up elements. So, Drew Kane, who is the -- who's a new staff person, who has replaced Melissa; is going to be, essentially, the steward of the Envision recommendations, taking them forward. And he has -- is currently trying to array all of the action items. The, you know, 175 or so strategies and action items, and try to make sense of the prior -- the early priority actions and figure out a much -- a little bit more of a detailed year-by-year priority. So, we are very early in that stage, yet, and need to do a lot of work with other city departments before it's ready for primetime, but that's something that he has begun working on.

The other piece you might recall from the, the last time we spoke about Envision at the -- at a council round table, is that the process has also come up with both indicators and targets. So, what Drew is also doing is trying to think through how to create a dashboard so that - to make those elements more transparent so that we can track, over time, how we measure up against those indicators and how we are doing in terms of achieving the targets that we are aspiring towards. So, again, it's a

long-term plan. So, it will, you know -- we may not see big changes in the first couple of years, but we are -- this is, kind of, the work that we have to do in order to set up; to really be able to measure how we are -- how our implementation is going.

At the same time, there are a number of the action items that fall to different divisions within CDD, but also even outside. Like, there are elements that DHSP is working on, or that Department of Public Works is working on; and those are also -- because it's d decentralized and different staff who are responsible for some of those -- for instance, you know, the -- during the DPW hearing, Council talked about the Urban Forestry Master plan, which is -- those recommendations are part of -- they, sort of, feed into the Envision recommendations. It's also, similarly, the fact that we are working on Resilience Zoning Task Force. Those are all items that are also recommended during -- through the Envision process. And so, if you think about us having started on a number of different action items, even while we are wrapping up that body of work -- so, that's kind of a long status update.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thanks, and -- thank you Madam Chair and through you. I do appreciate the complexity involved here and, you know, this being a budget hearing. I'm just -- I just want to make sure that you have the budget you need to carry that work forward. I think the implementation pieces, you know -- I understand they'll be sprinkled around a bit, but that main line of taking the goals and developing those into specific plans for the different neighborhoods and the different areas of planning -- I just want to make sure that you have the resources to continue to do that.

**COUNCILLOR E. DENISE SIMMONS:** Are you yielding the floor?

**COUNCILLOR QUINTON Y. ZONDERVAN:** Yes. Thank you, Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Zondervan. Councillor Siddiqui followed by Councillor Carlone.

**COUNCILLOR SUMBUL SIDDIQUI:** It's on. Thank you, Madam Chair. Through you. I had a few questions. I think the Vice Mayor covered a good amount, but I wanted to go back to the Incentive Zoning really quickly. The Zoning Ordinance, as

you know, says no less than three years will implement every evaluation, which we've done. As far as recommendations, the budget book states early 2020 or -- I think I may have read that wrong, but I wanted to get a sense of when you think we'll actually have some recommendations before us, to evaluate the -- to amend the ordinance.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Farooq.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through you, Madam Chair. That process is -- and that project, the analysis is underway right now; and we hope to bring the results of that to council, maybe as soon as the summer, then we can think about the amendment process. I don't anticipate that we will need a major zoning text amendment, aside from the -- what the number is, if that's the direction that the council wants to go in. The one other aspect there that we are looking at, at the request of city council, is also whether there ought to be -- or what might be a linkage for jobs. So, that is part of the analysis as well that will be -- if that is something that the council wants to undertake, that would be a longer process because that, I believe, would require a home rule. We need to

confirm with the Solicitor, but my understanding is that that would require home rule. And so, if that's the direction that the council wants to go, that could be -- that piece could be a longer-term element.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you for the clarification. I wanted to ask a little bit more about the -- so, I've heard a lot from residents and a lot of inquiries about the home ownership program and it seems that there is demand for our -- just based on my going to the [inaudible 02:58:11] Trust meetings, but for the down payment assistance and other initiatives. And then, I look at the performance measures that say new households purchasing affordable home homes through CDD; the target is 15 as opposed to 20 from this year. So, can you talk a little bit about that.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Carter.

**DIRECTOR CHRIS CARTER:** Three, you, Madam Chair. Yes. So, the HomeBridge program, I think, what you're referring to where this -- with funding from the Affordable Housing Trust, we give buyers pre-approvals to shop in the market, looking for units that meet the criteria that we've identified; has been very popular since we, kind of,

relaunched it a couple years ago. We've had, I think, 10 or 12 buyers who've now purchased with assistance through the HomeBridge program. We have 10 buyers, now, that have commitments that are out looking. We have an additional two that are in the process of closing. It's a good program for folks that are motivated and want to put the time in looking on the market. It can be, as I think we all know, very frustrating looking on the market; even with this pre-approval that could provide up to 50% of the purchase price for a three-bedroom unit.

**DIRECTOR CHRIS CARTER:** It's still challenging given that you might not find a three-bedroom unit on the market for less than \$850,000 or \$900,000. So, it's challenging and there is significant funding that's needed to produce the units but we do find that people who stay with it keep at it, you know, over the matter of months that their commitments in place are usually able to find something we've actually seen; more three-bedroom units come into the program in the last couple years than we had prior. So, it has been a bit of a pleasant surprise seeing more families using the program and bringing new three-bedroom units into our affordable inventory.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** And so, the number -- to 12, to 15 is -- the target number is just as your anticipation of how many homes will become available?

**DIRECTOR CHRIS CARTER:** It's our best guess as to how many buyers we think that we would serve through a number of the home buyer programs, including HomeBridge. So, HomeBridge, we might expect to see five or six closings a year, you know, just based upon what we've seen; and we've never had to turn anyone away. We've been able to work with folks because we've had the funding that's available for them. But then, the 20 would also include units that are affordable that are being sold by folks that are, maybe, the initial purchasers that are now reselling them as their needs change; and we have a ready pool of buyers that we work with to select -- to offer units to those folks when they are being resold by the current owner. And then the third way we would expect to add buyers to that number is new inclusionary home ownership homes that are being offered for the first time, and we do have a couple of inclusionary housing buildings that are under construction where, we understand, there will be condominiums. So, we

would expect to be marketing those in FY20.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Okay. Thank you. I know I have a policy order that I've put into place. Kind of, thinking about an evaluation of programs and how to strengthen them and so forth. Just think home ownership -- we've been hearing about it a lot too, as we talk about the overlay and the opportunities that our city can create. It's very important, especially in this tight market. And that brings me to the Data and Information Analyst position. I think one of my desires and, I think, goals is for this person, maybe, to eventually look at the pathways of social mobility that our city should be thinking about. You know, people who are -- and we've talked about this. People who are in public housing, who can perhaps move to inclusionary, who can then perhaps go into these home ownership programs.

I think as much as we can for our policies to think about these connections, it's very important. So, I hope -- eventually, as this data informational -- it'll probably be -- the person will probably be doing a lot of different things but, maybe, in the future that's something that they



can look at. So, I will move on to economic development and just say that I've had a great time working with Lisa and her team throughout the term as Chair of Economic Development. I wanted to ask about the new funding. That's the \$30,000 funding that says it'll be helping with multi-platform community outreach and a communication program. If you could speak a little bit about that. Perhaps speak a little about Bonnie's role as well. I'd love to hear about that. And then any, you know -- what you're most excited about and some of the challenges that are coming up. It'd be great to hear about. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Hemmerle.

**DIRECTOR LISA HEMMERLE:** Thank you, Madam Chair. So, I guess I'll speak first to Bonnie-May, who is our new Economic Development Specialist. She moved into the role that Pardis Saffari had been in, previously, for about 13 years before she was promoted into the senior manager role; and it's added a great deal of capacity already. She's only been with us a short period of time. She's very skilled; and, actually, the whole team is very skilled as community engagement experts, I would say, and economic development experts; and they're always extremely helpful in trying to,

you know, think about our programs on a regular basis and making sure that we're kind of, you know, adjusting as we go. And I would say that, you know -- even in the last, I think between three and five years, we've added 12 new programs and that includes small business coaching, small business challenge, some adjustment to small business enhancement, and adjustment to storefront improvement program. We've added food trucks and we've added our capital network. StartUp program, which is actually happening this week during National Small Business Week; and we've added our small business open houses, you know, so we're really going out into the community and making sure that our small businesses know about the grant programs and the other technical assistance that we offer which is a huge benefit, I think, to our businesses, but as, you know, to -- also, to us, because we're able to meet them on a one-on-one basis and really get them engaged in everything that we're doing in a manner that we probably weren't doing before, and just pushing it out on social media.

**DIRECTOR LISA HEMMERLE:** I would say that, you know, the thing that I'm really excited about is, you know, just

this continuation of implementing our Retail Strategic Plan, which we've been doing since 2017, and looking to get a little bit more strategic about the individual commercial districts; because I think the retail strategy plan gave us this really great set of recommendations citywide, you know. But as we look at, kind of, like, the uniqueness and coolness of each individual commercial district, how can we make more specific strategies and programs, you know, that will really impact each commercial district very individually.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you. And, as far as the -- what was I trying to -- what was my question? So, the -- with the relationship with the business owners, business association, the leads, how often -- is there a -- is there, like, a once-a-month meeting that you have with all the business associations or is it, kind of, as needed?

**COUNCILLOR E. DENISE SIMMONS:** Ms. Hemmerle.

**DIRECTOR LISA HEMMERLE:** Thank you, Madam Chair. I would say that we meet with the business associations as a whole group. We try to do it twice a year, schedule's permitting, because it's really hard to get them scheduled;

but then we go out to the association meetings on a regular basis. So, probably, I would say monthly on those. But, then, depending on what's, you know, happening in each individual square or district, we're meeting with them on an even more regular basis. So, with Inman Square and with Harvard Square, because of the construction mitigation program that we are working on right now, we're meeting them, pretty much, almost every day, I would say. And, certainly, in communication with them every day.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you, Madam Chair. I would just like to say that Lisa and Pardis have taken customer service to another level with our small business community, and I want to thank the council for really also pushing in this; but they really do meet with these people every day. They are -- they have a relationship and it's -- we talk about customer service, but this is real, hands-on, customer service. We've heard the message and, again, I just want to thank the two of them because they are truly out there every day listening and trying to do things differently. And, we are committed to it. Everything we can, within the guidelines of the Department of Revenue, to address our small business

concerns. And, I think, what's going on in Inman Square and Harvard Square is exceptional, and I want to thank them both for their leadership.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Mr. DePasquale. Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you. Yeah, I agree. I think of the team and I'm like, "Oh my God, I wish there were more people," just because they're just -- it just does seem like a lot and it's a small team. So that's why I'm like, "Huh." I think in the future you know -- and it's great that we have -- you've had 12 new programs, but really there hasn't been too much growth in the people doing that. And so, there's that and I think we should consider, you know -- because of the great work that is happening and thinking through all these new challenges that are coming, how do we think about capacity, moving forward, and think about what other things that we want to keep doing., So thank you and I look forward to working with you the rest of the year.

**COUNCILLOR E. DENISE SIMMONS:** Councillor, you --

**COUNCILLOR SUMBUL SIDDIQUI:** I yield the floor.  
Thanks.

**COUNCILLOR E. DENISE SIMMONS:** You yield the floor, okay. Councillor Carlone followed by Councillor Mallon.

**COUNCILLOR DENNIS J. CARLONE:** Thank you, Madam Chair. While retail economic development is still there, I also wanted to say -- you don't have to run. I also wanted to say that I appreciate the extra foc -- the increased focus over the last few years. And, you know this better than us. In many ways, these small businesses make the abutting neighborhood special, and convenient, and it's the lifeblood of the city. So, thank you and Pardis --

**DIRECTOR CHRIS CARTER:** Thank you [inaudible 03:10:01].

**COUNCILLOR DENNIS J. CARLONE:** -- for doing that. I'm going to start out with, sort of, the -- go in a different direction and start out on housing. I do want to thank the manager, we all do, balancing all the issues and raising the amount in affordable housing. But as I understand it, \$20 million more in the budget is \$140 per residential unit per year. And please correct me -- not now, you can yell at me later.

**COUNCILLOR DENNIS J. CARLONE:** Anybody over 65 can delay taxes if their income is below a certain point, and

only 60 people have taken advantage of that. So, I'm hoping in the future we keep going is what I'm saying, and I'm very glad to hear that we can do this in a year and a half. No, I know you said, maybe, two years; but I wanted to say that on the incentive linkage that was brought up, any up-zoning -- and there aren't -- they're not throughout the city, but we seem to have a current of up-zonings. We've stated, and we've gotten no information back from the city on this, that it's worth \$150 a foot of land value; which, I believe, the council will want some of that to go into affordable housing. So, that is another potential way of doing this. Then, I wanted to switch and talk about a Envision. I understand that the digital might be out as early as the end of this week. So, is print about a month behind or are you waiting to get feedback and then we'll edit?

**COUNCILLOR E. DENISE SIMMONS:** Ms. Farooq.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through you, Madam Mayor. The print version is just behind because we need to get proofs, and review them, and then it takes a couple weeks to print. So, it's at least three weeks if not more, behind.

**COUNCILLOR DENNIS J. CARLONE:** Okay. Great. I'm thrilled that your -- I forgot the name of the title, community liaison or outreach person group. I'm thrilled with that. We all hear that's essential. You've heard it, I know, and you've been so -- all of you, overwhelmed with other commitments, meetings every night; which we know too that you can't go to these neighborhood discussions, Alexandria and the Linden Park group in particular. But part of that is neighbors never hear or rarely hear community development give design review at planning board hearings. And when I say design review -- yes, Chris, you can go. When I say design review, I mean; architectural, in-depth. Not, "Well, we would like a lighter color building," and generalities; and it used to be that way. So, they never hear the city pushing back or rarely hear the city pushing back on any project. Some, a little more than others, but nothing of substance.

**COUNCILLOR DENNIS J. CARLONE:** And my point is, this liaison is fabulous; but now we got to do it at the planning board discussion level. So, the city residents here -- the city's design opinions -- and I know you do it in meetings, but they don't hear it. And quite frankly, it



frustrates the heck out of me because, then, I feel I have to get up at these meetings and make comments that -- maybe I push it too much, but when you don't hear anything from the city or relatively little, neighbors think city doesn't care. I know you care. I know the city cares, so I'm just encouraging you; be nice to have an amendment at this budget, but I know the process doesn't work that way. That, next time around we have that quality staff doing that. And I don't think it's one person. I think you need a whole staff of urban designers to get involved in this. I think that's all I wanted to mention. So, obviously we will have -- this isn't budget, I know, but I'll just tag on. Soon as we get Envision, we'll organize committee meetings to review it and go over the updated Alewife and things we discuss off camera. Thank you, Madame Chair.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Councillor Carlone. Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you Madame Chair, through you. I just wanted to go back to the housing funding for a minute just because I do think that I'm particularly proud of the amount of money that we are putting in this year for affordable housing. I think it's a

tremendous effort. I know everybody isn't happy and no one's ever going to be happy with the amount of money. It could be unlimited at this point, but it isn't. So, thank you for really working hard. Thanks to you and your team for putting together something that, I think, we can all live with, and move forward with, and make a dent in some of the really pressing issues we have with affordable housing. I want to talk a little bit about the economic development division, and I want to echo Councillor Siddiqui's comments because they were, sort of, right on the money, I was going there, to a lot of those same places myself when I was looking through the book.

**COUNCILLOR ALANNA M. MALLON:** I'm always really surprised. I know how much work Ms. Hemmerle's team does in this area. And the fact that it's, you know -- it was three people, now it's four people. I'm always shocked that it's just four people. It's 6% of the entire CDD budget. And, you know, not only is it because of the amount of work that happens here, but it's a really critically important area given the amount of focus on -- that we've spent on supporting small and local businesses here, not just this past year and a half, but in the previous term as well. And

I just want to call out -- the Economic Development Division has done an incredible job implementing the retail strategy report that came out, you know -- the Storefront programs to activate. Vacancy without work -- artwork is rolling out right now.

**COUNCILLOR ALANNA M. MALLON:** The Small Business Challenge program is successful in helping the business associations serve their members and business owners; and Pardis is doing an amazing job in the new liaison position. I haven't met Bonnie-May, but I'm sure she's terrific because everything is just, kind of, running out flawlessly. You know, we're in the middle of celebrating Small Business Week and, you know, economic development has programmed a number of events to promote our small businesses and I'm really looking forward to Small Business Saturday and the way that you guys came together to, really, put together something vibrant that, I think, is going to really support our small businesses on that critically important day. As Lisa said earlier, economic development has added 12 programs. That's a lot. That's a lot for this really small team. In addition to all those things, you've taken on construction mitigation in Inman

Square and the upcoming Harvard Square projects; and putting together these loyalty programs, which is amazing.

**COUNCILLOR ALANNA M. MALLON:** The loyalty program in Inman Square is going to be critical to those small businesses as they undertake these two years of really deep construction that, hopefully, at the end of the day will benefit them, but it's going to be really, really tough to live through. I did just get an 'I love Harvard Square' bag in my mailbox and I'm wondering where my 'I love Inman Square' bag is. I must not have been (Laughs) -- on that one. I'm also looking forward to the update of the table of uses because when this is taken on by the zoning division, whenever somebody gets hired, I think this is something that's going to be helping small businesses shorten that timeline to open and decrease their costs as well. Like I said, all of this work was done by three or four people in the department.

It's been a great year for economic development, but I'm just curious if there has been -- just to echo Councillor Siddiqui's comments, has there been talk of expanding this really critical department within our division, within CDD? And if so, what might that look like?

I would really like this council and us all to think about how to expand this little division that could, in the future -- to do more of the critical necessary work in creating those connections with the small business associations. I'm just curious if there has been talk about that; and if so, can we start talking about it?

**COUNCILLOR E. DENISE SIMMONS:** Ms. Farooq.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Through you, Madam Chair. I may turn it over to Lisa in a minute and I - - but I did want to say, thanks for the appreciation. It's really great to hear the very positive words, but I did want to make sure that I acknowledge that this phenomenon is actually true of pretty much every division, if you think about it, in CDD. So, we have all the work that happens in our zoning and development group, for instance, which is also only three people. So, not to say that economic development shouldn't be larger, but I just want to make sure that the appreciation or the recognition of the amount of work that essentially gets done by small teams is acknowledged for -- throughout the department. In terms of economic development and thinking through the next steps and how to grow the program and the team; we talk

about that often, in terms of what is our -- what is our programmatic growth, which is how we then figure out whether we need additional folks or not.

And we have -- given that we have the one new position that has allowed Pardis to grow; I would say, ideally, we would evaluate how that one additional person -- how Bonnie-May's contribution to the group works; and then figure out what the gaps are so that then we can determine if there's an additional need, and then, obviously, we would have a conversation with the manager. That said, one other piece that I'll mention is that we are constantly looking within the department to think through how we can function in the most effective way. So, early on when the Vice Mayor asked about the positions in community planning and the change with zoning and development; that, sort of, reorganization within the department is something that resulted from looking at how we work and how we can do our work better; what capacity we need. So, certainly then, with that, that bigger picture, I'll turn it over to Lisa to talk about the specific needs within, the economic development division and how we think about growth there.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Hemmerle.

**DIRECTOR LISA HEMMERLE:** Thank you Madam Chair. I would just mirror Iram's sentiments in the -- in the way that, you know -- we look at our work plans on a regular basis. We've adjusted them, you know, with the completion of the retail plan in 2017. You know, we really identified those gaps, in service, and then we were able to, you know, make the pitch during budget for an additional, additional person for, for staffing capacity, you know. And now that Bonnie-May has come on, we're, we're making adjustments, still trying to, you know, make sure that, um, you know, we're meeting, again, all of those small business needs and, and as we are coming to a point where we really want to get specific about our strategies within each one of the commercial districts; you know, kind of taking a look, again, at those work plans and seeing, you know, if there are gaps in services and where we can fill them. The other thing that's been really great is just working Interdepartmentally with other folks, you know. Having, you know, Bridget as a communications manager has taken a lot of that off of the Division, off Economic Development division, and allowed us, um, to really expand our capacity, through, you know, assistance here for reaching

out to the broader community in that way. And, and that's mirrored, I would say, you know, many times throughout the department itself.

**CITY MANAGER LOUIS A. DePASQUALE:** Through, through -- I'm sorry.

**COUNCILLOR E. DENISE SIMMONS:** Mr. DePasquale.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you, Madam Chair. I think, obviously, what we've tried to do with this department is really take a look at where the council priorities are and where we need to address the concerns. And last year's budget, we clearly saw that this division needed more support. I think one of the issues that the city will always face, sometimes it takes longer to fill the positions than we would hope, but not -- we'll have this position in place as we start next year's budget, knowing again what -- and balancing out the priorities. If there was a need; then this, certainly, would be an area that we would give strong consideration to addressing.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Madam Chair, and I, I do appreciate that -- Mr. City Manager. I mean, I think -- I was surprised we weren't adding another position



in the economic development division, given that it does take so long. By the time -- I mean, by the time we get here next year, we could probably use another person in, in economic development. And as I said, we -- there's a lot of challenges out there that our business associations are facing, our, our small businesses are facing. And I think that there's a -- there's definitely a need to increase capacity in this, in this department and this division to, to meet those challenges that are becoming increasingly more difficult as we as, as we look at a changing retail landscape every single day. You know, some of those retail strategy report recommendations might be outdated in two years.

**COUNCILLOR ALANNA M. MALLON:** We don't know what's happening. We don't know what's going to happen. You know, we had -- tourism was here last week and we were talking about all the different places all over eastern Massachusetts that people can go now and have an experiential retail shopping experience, right? How do we, how do we figure out how to attract those -- that foot traffic back, those tourists back? How do we, how do we really strengthen and support our, our small business

community? You know, business owners, large and small, they -- they're facing a number of challenges that are constantly evolving. And, sometimes, I wonder how many of our city policies can unknowingly impact their ability to perform. You know, our parking policies, how they impact business. How does our fee structure impact business? How are city services, you know, municipally-funded trash pickup or an employee parking program, just to name a few, comparing those to our neighbor -- neighboring municipalities, that might be perceived as a more business friendly.

How are we addressing those issues with a very, very small team; and do we need to be elevating the voices of business owners higher than they are presently? You know, one of the things we talked about in the arts task force was adding an arts liaison, somebody that could liaise between economic development and arts organizations to be that, kind of, connectivity. So, that's someplace where I think that we could be thinking about expanding. I, I just think that there are other ways that economic development can interact with the Arts Council or the Office of Tourism to kind of work together to focus on driving traffic and

supporting our small retail and the arts community. So, I -  
- like I said, I'm a little bit disappointed that they  
we're not adding capacity into this department and no slam  
on the Zoning and Development Department.

I think we are -- we're, we're adding staff there  
because we recognize that it's a small department that  
needs more help, given the amount of work that this -- the  
city is putting on them, that we are -- that the council is  
putting on them. I think that we ask economic development  
to do a lot, and you're -- they're rising to the challenge  
and I do think that we should think about how to better  
support them, going forward. So, I think this is a  
conversation that we're not going to be able to have,  
obviously today, during this budget but I think it's  
important to have going forward. And then I think the last  
thing I wanted to say was just to go back to Vice Mayor  
Devereux's conversation around Bluebike stations and how  
much they cost to put in if they aren't, you know,  
connected to a, a, a particular development.

One of the places that, I think, has a low  
connectivity for Bluebikes is the Cambridge Highlands; and  
I'm wondering if that's a place where we could think about,

think about placing a Bluebike station, even if it's a really small one. It's just -- that area is kind of up and coming and it has a low connectivity. So, I don't know if somebody can speak to whether or not, you know, the new con, the Concord Highlands Project that HRI is doing is going to have a Bluebike station, or if there's anything planned for out there. That's just something I was curious about.

**COUNCILLOR E. DENISE SIMMONS:** Ms. Rasmussen.

**DIRECTOR SUSANNE RASMUSSEN:** Through you, Madame Mayor -- Madame Chair, excuse me. So, the, the way we're expanding the, the network is, is sort of like rings in the water, if you will, because the stations need to be co-located with other stations that are close enough; that if you can -- if that station that you're heading towards is now full, you have an alternative that's within a reasonable distance. So, that's how it, it grows, sort of, in a, in a triangular way. So, we are adding in, in, the, the quadrangle right now. We're looking at Fawcett Street and one other location, so we're moving in that direction; which will make it possible to get one in closer to Cambridge Highlands. So, it, it -- we're very aware of the

desire to see one out there and it's, sort of, the next link that we can go to.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Madam Chair; and thank you, Ms. Rasmussen for describing the next frontier of Bluebike stations outwards Belmont. So, I think that's good to hear. And I -- there are definitely other areas in the, in the community that need to be better connected; but that was one of them that has been coming up and coming up and coming up. So, thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor, pleasure. Councillor Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Thank you, Madam Chair. Just a quick comment. I don't think we're spending nearly enough on the whole microbility -- micromobility platform issue. I, I think there's this thought that micromobility is a shared fleet issue. It's not, they're out there now. And a privately owned micromobility thing, whether it's a skateboard or a scooter or whatever, poses different challenges than a fleet. But we've put that entire discussion off to the fleet discussion, which I think the state's going to give us a bunch of rules that we're not really going to like, because we're not paying enough

attention. I, I put this on you Mr. Manager because it's the traffic department, the Police Department, CDD; I don't know who the person is, really, that's in charge of all this for the city. And I think, one day, we're going to wake up and realize that we missed an opportunity to move this forward faster.

At some point, we'll find out what Brookline is doing and, you know, maybe we can learn from them. And I understand that we're working with Kendall Square. I just don't think we're doing enough, spending enough, going fast enough here. As far as Bluebikes go, I use them a lot. They're awful. They're constantly full. They're constantly empty. I don't know why we give them an exclusive contract. That keeps us from bringing in the dockless bikes like Lime and other dockless programs into Cambridge. And I think it really limits the opportunity for people who either don't have regular access to bikes or just want a different sort of thing to bike around. It's a crazy system that just has Somerville, Brookline, Boston and Cambridge. I mean, who wants to bike from Arlington and Medford, and back again. It just -- I don't understand that. I would love to ditch that contract, part of a separate discussion. So, those are

my comments and thank you very much for all the other stuff that you're doing.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Kelley, and tell -- thank you for telling us how you really feel. Anyone that has not spoken on this item? I just have a few things and then we'll break briefly for lunch and then come resume the rest of the finance budget. I do want to acknowledge Dianne Morales, assistant city auditor, who's sitting in for Mr. Monagle who had to take his leave; and I thank you for joining us. So, Mr. City Manager, specifically to you. The, the 2000 budget proposes a \$6.275 million in, in new funding for affordable housing. And this new funding consists of \$1.275 million increase in the income from building permit fees and \$5 million in capital funds. So, first, let me just begin by, certainly, saying I thank you for your thoughtfulness in the -- I know the work that you do in the Department of Finance does to get us where we want to be -- when Cambridge wants to do so many things.

But in this particular context, housing, from the -- I'm going to draw a blank on opinion dynamics in all the incidental conversations we hear on the street housing,

clearly is the number one issue. So, even though I -- excuse me. And the council has also said through a number of different policy orders, they want more money in the affordable housing bucket. I, I just feel that this, this increase is far less than the \$2 million of the new funding the council has consistently requested numerous times. Your proposal that within three to five years, that amount of the 40 -- the affordable housing will double to \$13.65 million to \$27.3 million versus \$33.65 million, which would represent additional \$20 million. And I know you've said something about, maybe, being able to get there. So, you know, this additional funding is proposed to come through short term rentals and recreational marijuana fees; and where I appreciate hearing that, it's sort of -- it's the bud -- it's the bird in the bush and not in the hand, you know. We don't know what short term rentals is going to render.

We don't know what the cannabis is going to render and we don't know if this body is going to say, "Yes, send the lion's share of this money to that." The, the good news in your, in your budget statement is, is to say that, "I think I can get you there in terms of increasing the money toward



affordable housing in one to two years as opposed to what you, to what you earlier put on the, on the, the floor. So, you know, I don't want to sound ingrateful. Well, probably it's more impatient because all of us, myself in particular, deal on a daily basis around the issue -- around affordable housing, and I know we're running hard and doing a lot of different things. I, certainly, appreciate some of the positions that you put in the budget to address some of the needs in terms of, of advocacy for people in some of our units and some policy supports.

But at the end of the day, the program -- our affordable housing plan was only going to be as strong as the money we put into it. And I hear what you're saying about, well, you don't want to hit the senior taxpayer too hard. But the way, I guess, I look at it, and you'd have to convince me otherwise, is that you put the money; and now because it's going to come later, it's going to come later through linkage. It's going to come later through other -- maybe through these other -- through the short-term rentals and, and, and cannabis, it's going to come to us later so that -- we front end now so that we can hit the ground running, so that we can ap, ap, aptly support our

affordable housing program. So, just a few more points and then I'll yield the floor. So, although that -- here again, you have the \$6.7 million. It's certainly a step in the right direction, but I don't see that as the \$20 million because I feel like you're picking the pocket of the CPA.

This idea, the level of the increase, does not reflect that the affordable housing is the number one goal that the city council, over, and over, and over again has said, "We want." It's the number one concern of our residents, whether it's the rental or the home ownership. The city has significant resources that could be used now to increase affordable housing, including free cash -- the unexpended fund balance. I hate using the word free cash. The unexpended fund balance should be around 180 - \$187 million. After the 2019 expenditures, the funding from the Building Department fees could be increased in this year's budget. Some other proposed spending could be changed, example include 18 -- the \$18 million to subsidize the foundry building. Maybe changing that in some way or the \$4 million that they have at Square Kiosk. And, again, I say this with some level of trepidation. because I know there are people that have been waiting over time and a long time

to see the foundry, in particular, to come to some sort of completion or some kind of end.

I know we've been waiting for the Harvard Square Kiosk. And so, I say that with some hesitancy, but I, I don't want to give up. I'm going to certainly push back because I really want to see \$20 million freeing clear and not \$6.7 million because the other's coming from money we already had. And then, lastly, because I see you're chomping at the [inaudible 00:19:58] to say something. A three-to-five-year planning process to increase affordable housing, which I think you've modified -- So, I want to hear that again. It is certainly too long. I want to think about all the low- and moderate-income families that are being displaced. I guess that's what pushes and drives me so much. And I think about -- we sat here and all -- sold the virtues of the work of Cheryl and Pizza-Zeoli. And if she was here, she'd be stomping her stilettos saying, "Not enough. Not enough. Not enough." And so, Mr. City Manager, I see this -- my job, in part of the council in -- at large, to push back and say, "You have done extraordinary work in finding, finding a way when there's no way; and I'm looking for you to find the way." I don't want to feel as

though we're borrowing money from Peter to put some money to pay Paul. I want to see that \$20 million. And others that you don't see before us, and we may want to talk about when we have these budget hearings, that the public can be more of a participant. You don't hear and see them, but it doesn't mean that they're not and don't have the same concerns I have. So, this is the first piece that I wanted to put in front of you because this is the part that's been most important to me. I will yield the floor to you and then I have a few other things I want to ask.

**CITY MANAGER LOUIS A. DePASQUALE:** Thank you, Madam Chair, and I want to thank you for all the time and effort you've put into this. You've been talking to me about this for a long time, as a lot of Councillors have. So, I, I do just want to bring home a couple of points; that this \$5 million will be the first tax-supported affordable housing initiative since rank control. So, all of it has come from CPA in building permits, since the end of rank control.

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** So, \$5 million is roughly about -- a little over 1% of the levy. So, I think as we start with that, it puts us in a spot with the 25%

building permit, which also was an initiative that we put in --

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** -- two years ago.

Clearly, to rely on the CPA has not been enough in terms of the eyes of the council and the public; and I have tried to recognize that, starting with the 20% building permits and now moving that to 25%. But I think the importance is to really address the fact that we have to get a subs -- a revenue that is sustainable and it's going to be there. And that's why, for the first time, taking property tax and saying, "How can we do this?" We're so important. So, when you take CPA, what we've really done is almost showed no increase at all. The increase has come from building permits and from taxes. Now, the good news is I believe, not in this year's CPA; but I do believe with the vote of the legislature, there will be an increase in CPA distribution back to cities and towns that will help us. But I want to make it clear that when I say that we're taking a look at the Airbnb and cannabis money in this potential -- Airbnb and cannabis is bonus money, I am not putting that in my plan to get you to 100% increase in two

years.

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm. (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** If we get there and that helps, that would be great; but I really think in -- I can come up with a plan, it'll get us very close to doubling. I don't want to guarantee it with having reasonable increases in the taxes. I do think -- and again, the one thing I don't want to do is put tax increases in one area against another are -- but we do have to recognize that, you know, with debt service, and with school, and with other areas that also have importance to the city public safety, I really think I can come up with a plan that will double the amount that we're putting into direct affordable housing. So, we have the chat that shows affordable housing --

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** -- in homelessness, but we've pulled that out in the sense that -- - I've heard the council, they want it directly related to the Affordable Housing Trust. I really think we can do that. We average, like I said, about -- it'll be about a \$500 million levy over the next couple of years. I think if we

go from 1% to 2%, and we can gradually do this, we can do it -- get to the numbers everybody's counting on, but not put it as an overburden. I am really trying hard on this, believe me. I have listened to the council and I appreciate it. We met again on this, yesterday, to talk about how I can move it even faster. So, I know for everybody this is not enough and, believe me, I wish I could do more; but I really think this is a way of doing it in a way that we take the building permit revenue, we take a look at property taxes without taking an overburden.

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** We will look at free cash. You have to be careful with free cash because free cash is a one-time kind of revenue. But I think one of the things we're looking at is do we take this as a temporary revenue from free cash? So, I would love to get the number higher. I am committed to getting the number higher. I think it's about a 60% increase in direct support this year and I will -- we are committed, if the other revenue sources don't work out, to figure out a way to do this between building permits, property taxes, free cash, to get the council as soon as possible to a number. But I

also just want to add one other thing, sorry, that we have to recognize that Fresh Pond Apartments will be coming in this year.

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**CITY MANAGER LOUIS A. DePASQUALE:** And when you put that appropriation in, we will far exceed the \$20 million in total. So, I just -- I wanted to recognize that.

**COUNCILLOR E. DENISE SIMMONS:** And I thank you for that. And I do understand Fresh Pond Apartments and I would certainly put that on top of, of our list. We would do that, anyways, even if we were not asking for these -- for the \$20 million. So, that's number one. Number two, the taxpayers either directly or indirectly have said, "We are willing to pay more." People are going to come to Cambridge, regardless. The estimate -- I think, last year, when I was listening to her real estate, [group] said, "At least another -- a good 1000 people are going to need housing." And this is in the short term. And these are people that can afford to pay market rate. So, where's that leave the people that cannot, you know. As that market gets tighter and you, you know -- I know there are folks that say, well if you know, let's, let's not build and they'll



not come and that's not the case.

We'll not build, they'll still come. And so, how do we make sure that we have the economic diversity that we say we want? And the only way to do is be very deliberate about that. And, and so, you know, I'm, I'm the last person to want to go to the, to the unexpended fund balance. But if it's a temporary -- because I know your practice has been in City Manager's practice before that, and I really respect it, is you don't want to go for recurring cost. I get that. But I, I am really stretching and pushing that we dig deeper, look wider, to see where we can come up with this \$20 million this year to support housing that keeps us going for it So, I, I will let that go, but that's where I am right now. Relative to the new staffing that I see in the budget --

Well, first of all, I think it goes important -- I know this council has said and given accolades to see more staff coming on board to the Community Development Department in different divisions. I think it's worth noting that the city has always been supportive of, of giving the Community Development Department adequate staff. Little bit of depart -- They're a little bit disappointed

that you didn't ask sooner because I know I have said, I know other Councillors have said, "If you need more staff, let us know." We know that this is a very proactive, progressive city council. We go out there in Central Square, Harvard Square, Porter Square, and we come back and find stuff for the city to do. Because we know that, we're saying -- come back to us and say, "We want to get what you want to get done, but let us know, let us know, you Community Development, that you need more staff to do it.

So, where I'm happy that there's more staff to do some of the things, I'm disappointed that you waited so long to ask. That being said -- and I'll try to be brief because I know I'm, I'm standing between standing, and stretching, and nourishment. I looked at what you said around the analysis around eviction data. So, that was important. That was in the comprehensive plan that Cheryl, Cheryl and Pizza-Zeoli authored; that a group of housing advocates worked together to have. I'm just not clear how that, that is going to be used in a policy direction. And it's not necessarily a budget question, but I don't know who is actually going to shepherd. Is that a new position that's going to be shepherding how we use this eviction data? I'm

not clear.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** So, thanks Madam Chair for that question. So, there are, I would say additional -- there's additional work to be done before the eviction data is giving us robust enough information that we can use it to really make policy decisions, but we are working on that. We're committed to that. We are, in fact, getting an, an intern on board very soon to start digging into the actual court files to be able to get that additional, more comprehensive, data. So, we hope to have a little bit more broader understanding or deeper understanding, I should say, by the end of the summer; by, like, come fall. There's certainly our housing team, and Chris can add to this, that we'll be looking at this. We also anticipate that when there is a -- the City Manager's housing liaison would also be able to, to utilize and leverage this information.

I would say the work that we are doing, actually adds to the work that the region is doing, as a whole, through the Metropolitan Area Planning Commission, as well, to think through strategies to, to prevent tenant displacement and to support tenant stability, and to think about

actions, policy actions that we might be able to get behind together, regionally, and advocate for at the state level; because majority of the actions that we might be able to take, or a very significant number of them relate -- require legislative approval. So, those are the steps that -- as I see them, but I turn it over to Chris if there's something to, to add.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Carter.

**DIRECTOR CHRIS CARTER:** Thank you Madam Chair. I just had a couple things just to, I guess, build on what Ira was saying. We are really establishing a baseline, for data, to look at evictions going forward.

**COUNCILLOR E. DENISE SIMMONS:** Mm-hmm (affirmative).

**DIRECTOR CHRIS CARTER:** So, looking at the, the data that we have to see what trends emerge looking at the, you know, five years of data that we have. Our next step now, where we have gathered the information that's available online -- we've done a fair amount of analysis. We, certainly, have more questions. We want to check it. Our next step is to have us an intern go into court to look at a survey of case files to confirm the accuracy of the information that we have found to then, again, help us

establish this baseline that we can then track against going forward.

And then to work with property owners to reach out to, to confirm, you know, are we getting information that's accurate? Is this consistent with what their experience is, to understand if there are any issues in the, the, the methodology for us gathering this data. And then, you know, through that, to look to see how we can best use the data both for real-time interventions, but then also look at the impact of eviction complaints, you know, outcomes over time to see if there are policy interventions. And, you know, the biggest one, I think, is one that came up in the last legislative term with special legislation filed by Boston asking for some public notice to the city for complaints. So, we're initially trying to get that so that we can try to reach out to tenants.

And I can say that with the information that we have been able to get from the online access -- we are now sharing that with the multi-service center. They're also accessing it so that we're tracking what's happening in real time so that we can try to reach out to tenants. We have an idea that we can build on that once we confirm what

we find in case files and then to see -- there may be more information that we can gather in that way so we can get better information in real time. But it is -- remains, very much, a work in progress and we're hoping to make some progress over the coming months.

**COUNCILLOR E. DENISE SIMMONS:** And it's that my -- Well thank you for that answer. It's my concern about the real time. Having -- okay, I understand you're going to bring a res -- intern to help gather, quantify, the information. After this wonderful work has been done, which is what council has asked for, is making sure that we have way, ways to implement the findings in such a way it supports tenants in Cambridge. So, thank you for that. You spoke to the Envision Cambridge report. Please say, again, it's coming when?

**ASSISTANT CITY MANAGER IRAM FAROOQ:** We anticipate having a digital version of it on our website by the end of this week.

**COUNCILLOR E. DENISE SIMMONS:** Okay. So, that's the full report, just --

**ASSISTANT CITY MANAGER IRAM FAROOQ:** It, it will be the full report.

**COUNCILLOR E. DENISE SIMMONS:** The full report.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** The full report.

Just not a hard copy.

**COUNCILLOR E. DENISE SIMMONS:** Okay.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** It'll take some time to print.

**COUNCILLOR E. DENISE SIMMONS:** Okay, thank you, because -- that's important because you, you spoke to having someone that's working on some of the short-term recommendations and so I'm just wondering -- Yeah, I want to make sure those two, those two come together. You have \$75,000 and the seniors -- for a Senior Zoning and Development person. I have to tell you, when I heard -- saw Senior Zoning, I thought, "Old people," but I understand it was something else. Consulting Services for Urban Design, \$75,000. \$25,000 to introduce scooters and, then, another \$30,000 to do design content under economic development for design designed contest -- to activate vacant storefronts. I'm pleased with all of that. I, guess, my biggest concern is, is it enough to ably do the work? I know that, that the \$25,000 is just to -- is for a pilot project. So, maybe, I'll just take that off. But when we talk about things like

community engagement -- - and you think of it, clearly, a little bit differently than I do. I just wonder if these amounts is going to significantly move the program or the project forward.

And I think I heard it earlier, "Is \$30,000 really enough to support?" Because, is this someone that's coming on to do this? Is this a stipend to somebody else's salary? And it's just -- the \$30,000 is the allocation? It's hard to understand because when we -- I was, recently, at the Economic Development and -- Committee which was chaired by Councillor Siddiqui. I overheard one of -- I think it was Mr. -- Councillor Maher, former city Councillor. Currently, the President of the Chambers, speaking to, "We are not doing enough for small businesses on the ground." And I know this came out as a part of wanting to liven the streetscape; but if, if you don't do it well, then it's almost like not doing it at all. So, I'm just -- so, is the \$30,000 supposed to support a person? Or is the \$30,000 a stipend to somebody else? Maybe it's here and I missed it, but I just need to have a little clearer sense.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Thanks, Madam Chair. So, the -- some of these numbers are supplementing



existing funding that we have in our budget. None of these refer to salary for a person. So, just taking that \$30,000 as an example. We currently have \$45,000, in our budget, for implementation of the Retail Strategic Plan. And this is an additional \$30,000. So, we will have a total of \$75,000 for that particular task. And the only reason we are asking for just \$30,000 is because the \$45,000 is already in the base. So, the kinds of things that this funding is intended to be spent on is expanding the loyalty program -- I'm sorry, administering the loyalty program. Expanding the Small Business Challenge grants, for instance. Having another version of the vacant storefront charts -- arts challenge.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Having additional small business Saturday activities beyond what we do right now. So, this is actual -- just funding to support the programs and expand the programs that we currently have. And I would say some of those things, particularly things like the Small Business Challenge grant, actually, end up being much more than just our program because they essentially end up supporting capacity for, either, a business association or a cluster of stores to be able to

do something on their own. So, that financial support actually helps very much on the ground beyond just our programs.

**COUNCILLOR E. DENISE SIMMONS:** Okay, that's helpful. Did you want to say something, Ms. Clarke, or no?

**DEPUTY DIRECTOR SANDRA CLARKE:** I'm fine, thank you.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Very good. So, the last two things I just want to mention, and I've asked this before so it's not a new question, I hope, it's hard to find what moneys Community Development spends on anti-bias training within your department.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** So, at, at the moment, the bulk of our anti-bias training happens through the central process through -- that the city has. We have, in the past -- last fiscal year, trained all of our staff through the community engagement team, and three modules of the training that they do for outreach workers. Every single person at Community Development, whether they do outreach or whether they are, you know, serving people who walk in the door, or even just in -- folks who don't engage with the community but just work internally within the department. So -- and that was not a, a financial dollar

amount, a line item here, because we worked colla -- you know, with our partners at the Human Services Department to be able to have that training. We are in, the coming year, budgeting -- I, I need just a moment. We --

**CITY MANAGER LOUIS A. DePASQUALE:** \$10,000.

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Thank you.

\$10,000 to create a -- - Sandra -- Need to -- you might need to help me with this. Okay. Yes. Thank you. So, \$10,000, and this is accommodated within our level funded budget to build a equity toolkit, basically. So, the -- this would, essentially, be something that we are able to - - a methodology for all of us to be able to use to conduct both racial equity analysis of our new and existing policies, our programs and services; but then also, incorporated more -- in a more detailed way into our community engagement process. So, the intention is for us to take just a closer look at everything that we do and see how each of our programs or -- existing programs as well as future proposals advances racial equity.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Ms. Farooq.

So, Mr. City Manager, what I would like to see particularly in our larger departments, and particularly in those

departments that are outward facing, I would like to see where -- what monies we're spending on anti-bias training. It's certainly significant that we do it, but I want to see it department by department. Now, the smaller departments, maybe not so much because they can be collapsed under the larger city umbrella. But for -- I mean, even services does it. The police department does it. I, I certainly think Community Development will be one of the department's, Department of Public Works. Where is there anti-biased train training? I want to be able to follow the money in that respect. And then, lastly, weird is in the budget when you talk about is this, objective number two talks about compliance of rental units. When you say compliance, what are you speaking to? Compliance of, are they following the inclusionary law or compliance? I, I wasn't clear of what that is, and I don't think I wrote the, the page down, so I apologize for that. But it was under objective two, probably under housing. Talked about compliance of rental units --

**ASSISTANT CITY MANAGER IRAM FAROOQ:** Just trying to --

**COUNCILLOR E. DENISE SIMMONS:** Mr. Carter.

**DIRECTOR CHRIS CARTER:** Thank you Madam Chair. So, one

of the things that we do in the housing division is monitor compliance with the deed restrictions that we put in place. When the city assists affordable housing, whether it's rental housing, or home ownership unit, inclusionary, or a unit funded by the Affordable Housing Trust or with federal funds, we're always putting in place a deed restriction. And so, what we will do on varying schedules, depending on the, the details of the funding source to the underlying requirements is monitor compliance with that restriction. And that, that's what that alludes to.

**COUNCILLOR E. DENISE SIMMONS:** Requirement aspect. But, all right. That's, that's helpful. Further discussion? Hearing none, then I would like to entertain a motion to move the community development budget to the full Council with a favorable recommendation on a motion by Councillor Siddiqui. All those in favor say aye. Opposed? The aye's have it and the matter is so referred. At this point, we will take a half 30 minutes for refreshment and stretching and running around the block. If you need to. 12:57 is the time. The time of the recess having expired, we'll call the finance committee meeting back to order. Our -- the next group, first us to hear from this afternoon is Cable TV.

Cable TV was pulled by Vice Mayor Devereux. Please have the members or member of Cable TV introduce themselves after which Councillor Devereux, you have the floor.

**DIRECTOR CALVIN LINDSAY JR.:** Hi, Calvin Lindsay.

**VICE MAYOR JAN DEVEREUX:** Yes. Hi, Calvin. Hi. Nice to see you. So, you're all by yourself?

**DIRECTOR CALVIN LINDSAY JR.:** And, yes, yes. Actually, Danielle Jones is upstairs.

**VICE MAYOR JAN DEVEREUX:** Someone had to run --

**DIRECTOR CALVIN LINDSAY JR.:** Yeah. That's right.

**VICE MAYOR JAN DEVEREUX:** -- someone had to run the camera. All right. Thank you. Thank you. Well, I had one question just on the budget chart that's on page V-90 where it shows --

**DIRECTOR CALVIN LINDSAY JR.:** Right here, mm-hmm (affirmative).

**VICE MAYOR JAN DEVEREUX:** -- financing plan by source. I guess we're getting more from taxes. There's 435,330. That's a fairly big difference. So, and I know we've -- there's been a lot of discussion about the Cable TV licenses and stuff, so maybe somebody could just explain that.

**CITY MANAGER LOUIS A. DePASQUALE:** So, I'll let David -- again, through you, Madam Chair. Sorry. But in this year's current budget, the revenue did, we were projecting, we did not receive, but we chose not to reduce the budget. We decided that the best thing to do would be to subsidize it. Therefore, when we projected this new budget, we had to keep the revenue based on what we were going to be getting based on this year, which meant if we didn't increase taxes, it would be a reduction. So, knowing the importance of working with Cable and CCTV we felt it was appropriate to increase the taxes rather than have either one be at the brunt of the revenue going down. So that's what we have done so far.

**VICE MAYOR JAN DEVEREUX:** I see.

**CITY MANAGER LOUIS A. DePASQUALE:** I think Calvin can talk about more detail.

**VICE MAYOR JAN DEVEREUX:** Okay.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor?

**VICE MAYOR JAN DEVEREUX:** Did anyone -- Oh, Sam you said -- I thought you said Calvin can talk about it in more detail, but --

**DIRECTOR CALVIN LINDSAY JR.:** So, so the budget

reflects the full programmatic request by Cable TV, both for CCTV and Cable TV. So, the expenditure side fully reflects the programmatic requirements. It's just the funding sources that have changed.

**VICE MAYOR JAN DEVEREUX:** Okay. Got it. All right, thank you. And so, and I guess that goes to the other questions. We're asking you to do more in terms of, you know, televise more meetings, expand capacity. So, I just kind of wondered, it looks like your target for the number of city council type meetings, ordinance and, and so forth, goes up to 180 for fiscal year 20 from a projected 150 this year. So that's an additional 30. And then it looks like number of city department related meetings, which is some - - it's probably like planning board and other, other meetings that are televised goes from 130 projected for this year to 150. So that's a -- I mean, that's a, a fairly big jump and I kind of just wondered how, how you'll handle that and, and can we keep asking you to do more? Because I think it seems like we will keep asking you guys, guys to do more.

**DIRECTOR CALVIN LINDSAY JR.:** Through the Chair.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Lindsay.



**DIRECTOR CALVIN LINDSAY JR.:** Through the Chair. These numbers -- and again, you know, these numbers reflect the, the increase as we, you know, we're doing -- covering more meetings and all the committee meetings and we're really trying to really just maximize everything and do as much as we can. It will have an impact on the -- with our staffing. We have a very small staff right now. So, we will, but we know we have been in conversation and we'll be bringing in some additional like freelance staff to help us cover some of the meetings. So, we will have the, to answer your question, we will have the capacity to --

**VICE MAYOR JAN DEVEREUX:** Okay.

**DIRECTOR CALVIN LINDSAY JR.:** -- to do that.

**VICE MAYOR JAN DEVEREUX:** Great. Thank you. And then I, I noticed that there's, it's probably more in the public investment thing, but there's a little bit of money for you, actually not that little bit \$141,000 for the Media Art Studio for a, looks like a high-definition upgrade. I wondered if you had anything that you wanted to share with us about what, what you're doing over, over there.

**DIRECTOR CALVIN LINDSAY JR.:** Through the Chair again, the -- our, our lighting grid, most of that is going to be

for the infrastructure, basically our lighting grid. We're trying to change over to LED lights. And then there are some other, there are some other improvements, just basically a lot of infrastructure improvements that we're doing in the station. And I believe as well we -- some of that we're going to be using for the, the fiber on the same I believe.

**VICE MAYOR JAN DEVEREUX:** Yeah, I did see something about fiber, so (Laughs).

**ASSISTANT CITY MANAGER DAVID KALE:** [inaudible  
04:40:45].

**DIRECTOR CALVIN LINDSAY JR.:** That might be right an argument. So, we're going to use some of that for the fibers. We're trying to put some other buildings online here. Right.

**VICE MAYOR JAN DEVEREUX:** Okay. Okay. Well thank you. I -- we really appreciate your, you know, ability to stretch resources to meet the demands that we've had, I think. And I think the public appreciates it too, and I think maybe even the clerks appreciate it because the more of these committee hearings in particular that we manage to record and televise, it makes their job of doing the

meeting reports a little bit easier. So, thank you.

**DIRECTOR CALVIN LINDSAY JR.:** You're very welcome.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Vice Mayor. Pleasure of the committee. Hearing nothing, we'll entertain a motion to move the Cable TV budget to be referred to the full City Council with a favorable recommendation. All those in favor say, "Aye." Oppose? Councillor Devereux -- Vice Mayor Devereux. All those that say, aye. Oppose? The aye's have it, and the matter is forwarded. We now move to the Library. This was pulled by Councillor Mallon. Boy, it must be fun working at the library. No, no one has come and smiled as much as you have. This is a good thing. All right. So, first of all, thank -- good afternoon and welcome. Please introduce yourself, your staff, and then we'll turn the floor to Councillor Mallon. Turn your mic on, please. Thank you.

**DEPUTY CITY MANAGER LISA PETERSON:** Just talk right into the mic.

**DIRECTOR MARIA MCCAULEY:** Thank you. Good afternoon. Through you, Madam Chair. This is Joy Kim, our Deputy Director. Shira Gubb... You can raise your hand, Shira, our Assistant Director of Human Resources. Bill Courier, our

director of -- our head of Finance and Operations. Jason Yee, our manager of branch services. They're part of the fantastic team that I'm happy to have before you today. And Reinhard, where are you? (Laughs) Sorry, Reinhard. Reinhard Engels' our Head of Innovation and Technology.

**DEPUTY DIRECTOR JOY KIM:** And yourself.

**DIRECTOR MARIA MCCAULEY:** And I am Maria McCauley. It's my privilege to be the Director of Library Services for the City of Cambridge.

**COUNCILLOR E. DENISE SIMMONS:** Good to have you. Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Madam Chair. Through you, to Ms. McCauley, thank you for being here and thanks to the library staff for being here and being so smiley, even though you've been here for hours without actually being in front of us. So, thanks for bringing the energy and enthusiasm back into the room. I fully appreciate all of the things that the library does and utilize it, myself and my family, quite often. In fact, I see Bill, probably, twice a week (Laughs), at the main library. But I really wanted to talk, today, about the Central Square Library. We've had a lot of conversations

and discussions at the Central Square Business Association, recently; and, actually, Jason was kind enough to join us at one of our meetings. Just to talk about the recent issues with vulnerable residents that have come up over the last several months. And I just want to know, it's not obvious from the narrative -- I know that there's been some meetings and some conversations, but I'm curious how this budget is addressing some of the issues that we're seeing at the library; whether it's maintenance, additional custodial efforts, outdoor landscaping and redesign, social workers, coordination with the police department. So, I'm just -- as related to the budget. If you could just tell me what in this budget, kind of, relates back to those issues and those concerns.

**COUNCILLOR E. DENISE SIMMONS:** Ms. McCauley.

**DIRECTOR MARIA MCCAULEY:** Through you, Madam Chair. So, I, I just kind of want to mention that I -- the vulnerable populations is something that the City of Cambridge -- that we are, you know, all grappling with and trying to figure out the best way forward to help people, including people who come to the Central Square branch, who are vul -- who are vulnerable. And it's part of the mission

of the Cambridge Public Library, to serve everybody and be welcoming to all. So, we try to balance being a learning -- a vibrant learning space for everyone. In terms of working with, you know, vulnerable populations, I -- we've been doing a lot of work, behind the scenes, coordinating with our city partners. That's the police, human services, health, and DPW, on trying to be very thoughtful about how to provide services in the best possible way.

So, for example, we are working with the Department of Public Works and they are planning; and actually, it's underway right now to place some sharps containers at the Central Square Library as well as the main library. And, we have been coordinating with the Cambridge Police Department's Homeless Outreach officers on regular walkthroughs of the branch, and coordinating with the police department's multi-disciplinary outreach team to pilot offering social services within the branch. So, we've just started some of these additional services and we have to assess and see how they go. We've also been meeting with the Health Department and Human Services Department about other ways we can do some referrals rather than, you know, just calling the police when some incidents arise. In terms

of -- I think you, you had noted, Councillor -- through you -- through Councillor Mallon. Through you, Madame Chair, that we did have some things on the Participatory Budget for potential improvements to Central Square.

And those came close to winning, but they did not rise to the top. We had this planned for in three phases, and the first list of items or improvements -- we've really tried to figure out a way to do that even though we didn't get the PB funds. So, for example, through e-gov requests, we've been successful in adding a scanner. We have charger stations. We have 20 new laptops. We have a tech table that will be installed. It's in the works right now. The installation will take place pretty soon, which will give eight additional new seats to the adult section at the Central Square Library. And then, the additional two areas that we're hoping, in terms of phases, would include furniture; such as a reading nook, as well as redoing, like, the circulation and gallery areas. But that isn't in our current budget, but we hope in the future to be able to address that.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you Madam Chair,

through you. Yeah, it feels like the PB budget items for the Central Square Library are always a bridesmaid, never a bride. And, I think that, a lot of times when you see budget items -- Participatory Budget items that come up frequently, it's because they, they actually -- we need them, and they should be addressed in the actual budget versus having people -- sometimes it's a popularity contest and we, you know -- these -- I think that this, this new furniture is something that we should be doing. We should be addressing some of these shortfalls in the Central Square Library. It is probably the most -- one of the most used libraries in the city, and it needs a, a lot of attention and care because it's often used and it's used by many of the neighborhoods. I mean, Central Square has a huge amount of our population that lives around it.

But it also, like you mentioned, has a huge population of our homeless and vulnerable populations; which is -- it's a service of the library. This is something that we've committed to, something that the library is committed to, to being welcoming and servicing for all. Our homeless and vulnerable population are coming to receive services and resources, just like anybody who's coming to check out a



book, or a movie, or, you know, work from home at the library. So, I've, I've -- I'm grateful that you're committed to serving this vulnerable population. I just want to make sure that; A, we're providing the, the furniture and the surroundings that, that you need; that everybody needs for this library. And it doesn't, kind of, get shunted off to the side in hopes that the Participatory Budgeting will pick it up. So, I'd like to see, next year in the budget, these items actually in this book, so that we can approve them and say, "Yay, let's move on and, and make this happen."

And in terms of the additional supports from the other city departments, I'm, I'm really happy to hear that that's happening. I, I know that when Jason came to the Central Square Business Association meeting to talk about the safety and infrastructure and issues at the library, lots of those things were really floating to the top of, of varying high needs. The sharps box, the additional, you know, maintenance and cleanup, and the coordination with the police department's Homeless Outreach workers. I mean, I think that that's critical in -- when you -- when you're talking about services that a vulnerable population needs,

this particular vulnerable population, I think it's that connection to resources and connection to social services that they're looking for. And, I, I don't often, you know - - your employee's doing an amazing job, but that's not their job to connect residents to critical social services and resources.

And so, having that connection to the police department and not just con -- not just making those calls and having the police come and having it be -- that type of relationship. I think having them on site, Matt and, and Eric, and making sure that they're, kind of, coming through and checking on things. I think that's, that's what we need to see. And I'm, I'm, I'm so glad that that's happening and that -- that's not necessarily accounted for in the library budget, but it's in other, other budgets as well. So, thank you for answering all my questions and -- thanks.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Mallon. Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you Madam Chair, through you. I'm the -- I'm very much looking forward to the Valente Library opening up in the fall. That was my library for many years. I don't live in the area anymore,

but I'll definitely -- probably be going to it. I'm wondering about the staff that was there. Were they shuffled around? Can they go back? I don't know if you've done some thinking on that.

**COUNCILLOR E. DENISE SIMMONS:** Ms. McCauley.

**DIRECTOR MARIA MCCAULEY:** Thank you. I'm going to ask Shira Gubb to come up.

**ASSISTANT DIRECTOR SHIRA GUBB:** Thank you. Oops. Hi. Thank you for the question, and through you Madam Chair. So, there's a little bit of shuffling and some new positions that we're really excited about. So, we've got a children's librarian who will be going back to the Valente Branch, and a part-time physician going back to the branch. And then we will have a new full-time position and four new part-time positions that will be added to staff Valente, and to allow it to be open more hours; because, like you, I think many people are excited to have that, that branch be back open to the community.

**COUNCILLOR SUMBUL SIDDIQUI:** Great, thank you. That's all I have.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor. Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you Madam Chair.

Of all the facilities in the ci, in the city, the library is by far the most egalitarian and you love that, I know, but people love the library for that reason. Essential Square Library has urban design problems. We're not going to talk about urban design, but turning its back -- you had nothing to do with this, turning its back on the corner where the activity is and having this courtyard that isn't always visible. So, actually, the location helps promote the way you enter -- the visibility might help promote some of these issues that we're talking about. I hope, just like the Valente got rebuilt, that in your lifetimes, the Central Square Library becomes part of a Mass Avenue development and actually contributes more to the activity on Mass Avenue and is more publicly visible. From a retail point of view, there is a direct relationship between library use and retail use, there's studies on this. It turns out people who tend to go to the library on Saturdays will piggyback that with retail and vice versa. So, the more that becomes a long-term plan, the better. We're looking at redeveloping parts of Central Square now, and it seems to be the only reason anybody would get an upzoning

is if they do put in public facilities on the lower level. And, to me, that is really important for the library, but also for Central Square. So, thank you for all you do and, and I meant what I said, it's -- everybody feels welcome at the library and you can't say that about many things in the city. So, thank you all. Thank you, Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Carlone. Councillor -- Vice Mayor Devereux.

**VICE MAYOR JAN DEVEREUX:** Thank you. I noticed that the Valente will be open six days a week and I wondered, "What other bra -- " I know the main library is open six days a week. What other branches are -- or are there any other branches?

**ASSISTANT DIRECTOR SHIRA GUBB:** Thank you. Through you Madam Chair. So, the main library is open the six days. The Central Square Branch library is open the six days. Valente will be six. The other locations are open four days a week.

**COUNCILLOR E. DENISE SIMMONS:** Okay. And, I'm sorry, I'm not as familiar with all the branch schedules. Do some of those four-day weeks include a Saturday or are they four weekdays?

**ASSISTANT DIRECTOR SHIRA GUBB:** They're four weekdays.

**VICE MAYOR JAN DEVEREUX:** Okay. Well, from what Councillor Carlone was saying about the retail and the combining, I mean, I think that's, I think that's something that will need to be planned for in future budgets, potentially, as libraries become essentially defacto community centers and as public spaces get harder and harder to preserve in this real estate market. I think that's a, a way that we can accommodate some of those community needs is by using existing resources. And I know it takes more staff, so that obviously is a, is a budget item. And I'm also hoping that a small branch library, at least, is part of some conversation that we're -- that the city is having with developers looking at the Alewife area because, you know, we've got a very small branch on Concord Avenue and one in North Cambridge, but that whole Quad area, and the Highlands, are essentially underserved in, in terms of spaces that are, are community gathering places. And it helps with our climate change. I'm not telling you anything you don't know. Climate change, resiliency, all of those things we need, we need to think about that. So, hope, hope we can work together on that. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Vice Mayor,

pleasure. Councillor Toomey.

**COUNCILLOR TIMOTHY J. TOOMEY JR.:** Thank you, Madam Chair. Through you to the panel. First of all, I want to thank Lisa Peterson and Kathy Watkins, and the members of East Cambridge Open Space Trust Fund for the work that they're doing on improvements to the Cardinal O'Connell Library. And, I believe, they're going to be part of the bid going out and people have waiting anxiously for, for the improvements to take place. So, that is great news. And let's see, that's -- hopefully by June, that's going out to bid; and that that will be successfully bided on this time. I know the last couple times people didn't bid and there was some snafus. But, hopefully, with everyone's attention and the way you're doing the bid, that should be success -- hopefully, will be successful. And, you know, it's great news that, you know, the Valente Library's going to reopen. I just want to make sure that, you know, the Cardinal O'Connell Library -- the hours will stay the same. I know it's been well utilized, you know, while that Valente Library's been closed. But, want to make sure that the -- that operation stays as is at that location also. But, it's great that Valente Library will be opening up soon and

looking forward to that, that happening. So, and thank you the library and the trustees for all that you do. It's -- we're very fortunate. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Toomey. Very quickly Councillor Kelley. Is it -- what was the name of the library? O'Connell? I couldn't quite hear you. What was the name of the library? O'Connell?

**COUNCILLOR TIMOTHY J. TOOMEY JR.:** Cardinal O'Connell.

**COUNCILLOR E. DENISE SIMMONS:** Cardinal O'Connell.  
Thank you so much.

**COUNCILLOR TIMOTHY J. TOOMEY JR.:** Cardinal William O'Connell.

**COUNCILLOR E. DENISE SIMMONS:** William. Okay, there you go. Thank you so much. Councillor Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Thank you. Just a, a quick point, sort of, onto the Central Square Library part, which is -- that's where I got my Narcan training. And the challenge of library staff as, sort of, the front line of social workers is something that, arguably, we should -- work with the bargaining unit, start seeing more of a budget item reflection because, in many cases, you are the first line of people that folks go to for services. So,



maybe in next year it'll be flushed out a little more.

Thanks.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Kelley. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you Madam Chair. I don't have anything to add other than I agree with all my colleagues.

**COUNCILLOR E. DENISE SIMMONS:** Write that down. Thank you, Councillor Zondervan. So, this was the most thorough and quickest for a very large department. I don't really have any questions, per se, other than to say something to the city manager. Several months ago, Councillor Carlone -- we put in a joint order relative to the parking lot and we've not heard anything around that. And it was, sort of, in the context -- Your, your face is frowned up, so it means you don't remember. That's okay. I bring it up in the context of the library. Something that Councillor Mallon had said and, I think, needs to be said again is -- what I'm curious -- the, the library does an extraordinary job at 45, on, on the library on Pearl Street. Pleasant, Pearl, Pearl, Pearl Street. I guess, my concern is where is it in the, sort of, capital plan in terms of major improvements?

**CITY MANAGER LOUIS A. DePASQUALE:** Through you, Madame Chair? It's something that we have talked about but it is not in the five-year plan, but that's why it's a plan. And, obviously, we're in discussions. Is there a better location? How can we address it? So, I'm not going to tell you we have figured out what to do with it or how to fund it, but I can't tell you that we -- it's in the discussion phase about, what is the next best thing we can do. But I -- we don't have an answer to that yet; but we're not conceding the fact that we need to do something.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Mr. City Manager. Will Councillor Carlone want to see it in our lifetime (Laughs) No, but very seriously, it's a wonderful library. It's a real gem In Central Square. We talk about a cultural district. We talk about the bid. We talk about making Central Square better. And here it is, one of our strongest, biggest assets next to City Hall; and it's in Porsche. And so, I could say for myself, I can't speak for my colleagues, I would like to see something going forward that says either we are -- it's repair or replace, but something has to be done so that we can all enjoy the library and the library programs. The, the robust

programming that goes on there, which is extraordinary; but the library itself is -- as a physical plan, is struggling. And, and so -- and I don't know if putting money in the current facade and structure of the building is going to be the answer.

**CITY MANAGER LOUIS A. DePASQUALE:** And that's the problem we're facing. We don't need it, but we'll continue to work and hopefully come up with a solution that works for everybody.

**COUNCILLOR E. DENISE SIMMONS:** Okay, thank you. Ms. McCauley. On behalf of the council, I think, I can go on record by saying we want to thank you for the work that you and your staff do. It's incredible. It's probably one of the -- when you think of some of the best jobs in the city, other than being City Manager, is being the Executive Director of the library. So, we want to thank you for your good work and that of your staff. I'd like to entertain a motion to move the library budget to the full City Council with a positive recommendation on the motion by Councillor Mallon. All those in favors say, aye. Oppose? The aye's have it and the matter is so forwarded. We now move to the Human Services budget. This was pulled by Vice Mayor

Devereux. Good afternoon and welcome. Let's have you here. Please, let's begin by you introducing yourself and the staff that you have with you today, and then the floor will be turned over to the Vice Mayor.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Thank you very much. I'm Ellen Semonoff and I'm the Assistant City Manager for Human Services. Let's see. The staff who are here today are Gio Alvarez, who manages our budget process. You could just raise your hand. Janice Alger, who's our Assistant Director for Administration. Sue Walsh, who's the Assistant Director for Adult and Family Services. Michelle Farnum, who's the Assistant Director for Child, Youth and Family Services. Meghan White, who's the Division Head for Childcare and Family Support. Roselyn Shoy, who's the Division Head for Community Schools. Adam Corbeil, who's the Division Head for Recreation. Maria Kefallinou, who's the Division Head for the Community Learning Center. Susan Pacheco, who's the Division Head for the Council on Aging. Susan Mintz, who's the Division Head for the Office of Workforce Development. Nancy Tauber, who's the Executive Director of the Family Policy Council; and Susan Richards, who's the Director of the Agenda for Children Out of School

Time Initiative. The two people who are missing, who you would know, is Sharlene Yang, who's the STEAM Coordinator, she's out on maternity leave right now; and Rachel Tanenhaus, who's the Executive Director of the Commission for Persons with Disabilities, who's in New York City on a, a convening of municipal disabilities coordinators from around the country.

**COUNCILLOR E. DENISE SIMMONS:** Thank you. Vice Mayor, you have the floor.

**VICE MAYOR JAN DEVEREUX:** Thank you, and through you; and, and welcome to everyone. I, I love the gender balance that you've brought here. I know you do have more than just Adam representing (Laughs) Men in Human Services, but great to see so many women in leadership positions. And so many people named Sue or Susan too. I'm like going (Laughs) -- Anyway -- seriously. So, I noticed, in looking at the number of new positions citywide, it's 30, 30 total citywide and you all have nine of them; which, I think, speaks to how important are the services you offer. And, obviously, the council and the manager's support for the work that your department is doing. And eight of those nine positions are preschool teachers. And, obviously, the

council has asked a lot about preschool and early childhood ed. So, I wanted to give you an opportunity just to talk a little bit about that. And, also, I know it says that we have 1.1 million in scholarships for preschool students, and I wasn't sure how that compared to the current years.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Semonoff.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madam Chair. So, the eight positions for preschool teachers reflects four new positions for our 12-month, 7:30 to 5:30 preschool program, which is being added to the King Open when it opens in September. We had one classroom there and the decision was made in support of the work that the council's interested in, and certainly we are, to add another classroom there. So, those are four new teach -- four new teaching positions. In addition, we've had, for a number of years at the Haggerty School, a half-day preschool, which at one time met a strong need in the community. And, there are other community programs which provide half day slots, and the need for full day programming was clearly significant. So, starting in September, that program will become a full day, full year

program. We are grandfathering, or grandmothering, given the nature of our staff. The families who were already in the program, who wanted a half day slot, will be able to continue; but as we take new families into that program, they will be full-time slots. So, we had some staff who were already there but they were not full-time. So, the four new positions actually represent two entirely new people and two people moving from fewer hours to 40 hours a week.

To continue on your question. With respect to the birth to third program -- you might remember from last year -- we started two years ago with -- I think it was 23 scholarships that we were providing for low-income families to attend high quality community preschools, last year, or rather in this year, FY19. We increased that to 55. So, we essentially more than doubled the number of slots, and that represented \$1.1 million. Actually, another \$100,000 in the budget this year, close to 1.2 million, brings us five more slots. And I'm imagining, given the importance of this to the council, the question might be, "Why aren't we increasing?" And the answer is really not a financial issue. If we had been able to say to the city manager that

we could find another 20 slots, I believe he would have recommended more scholarships.

But right now, we have maxed out with the high-quality community programs, the number of slots that they're able to make available to us. They have their own wait lists. And although we are paying more than double what families pay to go to our preschools, more than double that for the children that we are enrolling there; we are not, at the moment, able to find more pro -- high quality programs to take more kids. That's something we'll continue to work on because we very much would like to increase the number of low-income children who are in those programs.

**VICE MAYOR JAN DEVEREUX:** Thank you. So, we're at -- so, at 60 is, is, is where we're maxed out and you're continuing to do the, the training for teachers to create, hopefully, more of these high-quality programs or are we also sort of maxing out on that front too?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you Madam Chair. We're actually doing several things, all in the direction that you're describing. The early childhood system in the state has a quality rating system and, for the most part, unless you accept children on vouchers or



contracted low-income slots from the state, there's been very little reason for not-for-profit programs in the city, which serve a higher income population, to actually enter into the quality rating system. But there's considerable evidence, actually, for the Massachusetts quality rating system that if you -- there's a correlation between children's learning and the level of the programs. And so, the effort has been to engage more of the programs in moving up the quality rating ladder. I have to say, our programs for human services, with one exception, the newest program -- because it hasn't been able to get there yet. The Windsor Street Preschool is a quality rated three. All of our other programs are at four, the max for the state.

We are in the process of moving several of the community programs with -- or helping, I should say. We're not moving them. Helping several of them move to QRIS level 3, which is the level which -- where there's correlation to high quality learning and a number of other programs which they have to enter the system first before they can move up. So, a big piece of the effort. We have nine programs, right now, that are involved in intensive coaching, communities of practice, and support for the leaders of

those programs. These are community programs to move them up through the quality system; with the idea that some of them are programs that serve low-income children right now, and some of them are programs that we've provided scholarship for a few and we're helping to move them up. In addition to that, there's an intensive professional development system for all of the community and city preschools. A lot of professional development in STEM, communities of practice that are open to all of them. There was a big event at the high school. 125 preschool teachers from across the city of Cambridge spent -- I think it was April 6th. All day, Saturday. And I saw some of the reviews from the staff across the city about how terrific the training was.

**VICE MAYOR JAN DEVEREUX:** It's great that you're doing that. And so, in terms of motivating more community programs to participate, do we, do we give them grants or anything? So, I'm thinking, sort of, the equivalent of the -- what we do for small businesses to try to help them.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Yes, we do. For all of the programs that are participating, we've been providing grants between \$5,000 and \$10,000 a year; and

those are grants which allow them to purchase appropriate educational materials to do other work within their programs. And we also pay stipends to allow staff to be able to leave the program to attend professional development trainings so that they can backfill for substitutes.

**VICE MAYOR JAN DEVEREUX:** That's great. Okay. Well, I applaud all those efforts and I'm, you know -- one other question more related to, sort of, I guess, capacity of recreational programs. I'm, sort of, looking at page V-144 where there's a, a nice table that shows numbers of participants in various things from swimming classes to recreation classes. And, and most of those numbers are, pretty much, level. And that could be because there's only so many kids you can get in the pool and we only have so many pools and only so many hours a day. So, where I'm going with this is, like, what -- is this all ghosted? The, sort of, theme for me over the day is that we're looking at a growing city and a growing population; and we're not necessarily building another pool so that we can have more swimming classes. So, how, how do you look out and forecast for that?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Sure. I would say that you are right. That this reflects, primarily although not exclusively, capacity at the War Memorial, both the swimming pool there and the -- our ability to access the building because, as you know, we don't get it till the end of the school day, and in the evenings, and during -- on, on the weekends. We will be reopening the Gold Star Pool in the June of next year. And so, that will allow us to expand our programming there. We started teaching classes for -- or expanded the teaching of classes at the War Memorial in the summer, for all of the summer camps. Next summer when the War Memo -- when the Gold Star Pool comes back online, we would expect to continue to be able to provide services at the War Memorial as well as provide services at the Gold Star.

So, we will be able to see an expansion in the swimming lessons there. I think we've talked about this here before, but Adam Corbeil and his team have done, really, an excellent job at trying to think about opportunities for expansion, both using -- in the way in which they schedule the fields to -- as, I think, Adam described here at an earlier point; when people,

particularly our youth serving programs and the schools -- they immediately want to schedule every moment at the beginning of the year for when they might use it, even if they realize that that's a little more than what they might actually be able to use. And Adam and his team have really done the very hard work of trying to get people to take only what they absolutely need to use. And that's allowed us to expand lacrosse and to be able to provide more hours of playing. In addition, not really --

I guess it is reflected here, but I would say the other thing that -- if you look at the last number of youth participants in recreation, run sports leagues. The other thing that we've been doing is actually trying to deepen some of the work that we're doing with the teams that we're working with. For example, the Youth Pride, which is a basketball league for sixth, seventh, and eighth graders. And it started, really, as a collaboration between the Police Department and Human Services. Actually, Michelle Farnum in an earlier life with one of the people who helped to form that league. And in the beginning, it really was just -- I mean, it was an opportunity for youth to get mentoring from police and human service staff, but it has

now -- under Adam and Vlad Pierre's leadership, it's now turned into a program which is a lot more about life skills, a lot more about trying to get more academic support for the sixth, seventh, and eighth graders who are in the program. And about a month ago, there was a great celebration for the end of the year; and high school basketball coach was there just to cheer young people on. And a number of the -- they might maybe wouldn't like me saying this to older men in the community who support this program were there. And the messaging to the young people about that the basketball will stop bouncing and that their lives are as important as what they're learning in basketball. And there have been big efforts. And so, I would say that even as we struggle a little bit with the spaces, we also are trying to use the opportunity to deepen what we do within those spaces.

**VICE MAYOR JAN DEVEREUX:** Thank, thank you. I, I know that you make the most of, of what we can. And you know, it's hard. We're a city. We don't have as many opportunities for recreational spaces. One final thing I just wanted to say, I'm pleased about the, the T-Passes for high school students and that does represent a \$275,000

commitment. So, I hope that rolls out well this fall. I'm assuming that's -- people will learn about that.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** It's actually -- I want to say that I think David Kale himself has been extraordinarily involved in that. And it was the Youth Council from the Family Policy Council, which actually spearheaded this effort for a couple of years and were thrilled to then learn that their incredible lobbying had ultimately produced this. I just want to say one other thing, if I might, I can't believe I forgot to introduce Melissa Castillo, who heads up all our youth programs. (Laughs).

**VICE MAYOR JAN DEVEREUX:** Thank you. And, and shout out also to Nancy in the Family Policy Council. That's all I've got. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you. Vice Mayor Devereux. Move now to Councillor Mallon, followed by Councillor Zondervan.

**COUNCILLOR ALANNA M. MALLON:** Thank you, Madam Chair through you. To Ms. Semonoff, thank you for being here and for introducing the mystery woman who was sitting back here. I was wondering the whole time, who is that lady?

(Laughs) Turns out it was Maria Castillo. I have a bunch of questions. First, I wanted to talk about the ID program that's rolling out, that's new. I think this is really exciting that we're taking this on. I'm curious how we're going to get the word out because I'm on the board of the homeless or the Harvard Square Homeless Shelter, and this is a service that they provide, so they're very excited to know that someone else is going to be doing it.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Thank you.

Through you, Madam Chair. This is, again, something which came about actually because of some students from Harvard Law School who approached originally the mayor and then ultimately our staff with the idea as they were working at the Harvard Square Homeless Shelter and with [inaudible 05:21:23] they were concerned about people that they were finding that didn't have the ability to pay for IDs. And there have been some individual organizations which support the homeless, who have been able to provide that service in the past. But it looked like it would be important for us to be able to develop the program more completely. And so actually, the ma, Maria Melo from the Multi-Service Center and Liz Mengers, who's part of our Planning and Development



Department, worked with them to create the program. And I have to say, although it's not officially off the ground until July 1, we have actually been able working with those Harvard Law students to be able to help them and pay for IDs as they've come forward. I think our plan for going forward is we do a lot of outreach with the shelters. And so, through the Planning and Development Department, which convenes numerous gatherings, we will make sure that we get the word out.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you Madam Chair. I just know -- going to those the Homeless Court in Harvard Square, that's where a lot of the Harvard Law students encounter homeless individuals who don't have the, the ID's. So, I think this is a great initiative, and I'm excited that we're doing it. I just want to make sure it's -- people know that it's happening. So, you know, these homeless shelters that have really staff that has completely straight out understand that there, there is a place where they can go to get this incredible service. The next thing I want to talk about is CET outreach workers. I was excited -- I was glad to see that we're getting some

expanded hours, because this again, as a vital service, particularly when we talked about family engagement. But last year during the budget hearings we talked about, because we had asked for expanded hours for the CET workers, but at that time it was that there was going need to be a super, supervisory role to take on more CET workers because a lot of them work part-time because they're moms and this, it fit into their schedule. So, it wasn't about adding time, but adding more bodies and that we didn't have that supervisory role. So, I don't see it in this budget. So, I'm just curious where we are.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Yeah, through you Madam Chair. We actually -- there are some complicated pieces of the budget where, because somebody might be shared between two different programs, they don't always show clearly in this budget. So, so in this particular case, we actually do have Hitomi Abe who is at the Community Learning Center and 90% of her job is the supervision and oversight of the outreach workers. And she and Michelle Godfrey do that work. Michelle shows somewhere else not in that budget. So, we do have the supervisory capacity, we have increased the hours. We are looking at

potentially adding one more outreach worker. Was speaking with them. I met with all of the outreach workers in preparation for the budget to hear from them. And it looks like we might need another outreach worker to work with the Span speaking community. And so, the city manager has agreed that if that's what we decide we want that we will be able to do that.

But I would say in addition, we may want to come back next year and ask for more. We are thrilled that the Community Development Department is adding its own cadre of outreach workers that we will be working closely with. The outreach workers through the -- our department's community engagement team are really focused on early childhood and school and families with school-aged children. And because they are such a valuable group of people within the community, they have been asked often to take on a much broader set of responsibilities. And so, we are very excited about, as community development staffs up their team, we will certainly be working to support them, but that will significantly expand and give our staff the capacity to focus on the areas that they have most been interested in focusing on. And I would say just one other

thing, although we have just nine outreach workers through our department, there actually are a total of 28 individuals who are part-time, who work part-time through the Center for Families, the Community Engagement Team, and through the Agenda for Children Literacy Initiative as ambassadors. And so, the 28 of them, three of whom work for more than one of those groups simultaneously are a group that work together. And so, we are able to magnify what any one of them does because they share the information, they often share families. And so, while we may want to expand what we have right now for the community engagement team, we actually have a broader set of outreach to the various linguistic communities than necessarily shows here.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you Madam Chair.

I'm glad to hear that because I was worried that we were just adding more staff and not as -- not having that support in there. So, I'm glad to hear that. I sometimes it is hard to read this book when you just see FTEs that it doesn't always reflect how many people there are that actually represent that number. And you know, going back to your point around the CDD outreach workers, I think census

2020 is going to be something that's really critical. And so having the CDD and the CET workers working on that, I think is going to be, it's going to be really, really important. Last week at the Diversity and Inclusion budget hearing, Ms. Allan spoke highly of the work that the DHSP is doing around the race and equity work. The narrative in here talks about the budget implications, but I don't see a budget, I don't see how much money we're spending here. So, I'm wondering if you could talk a little bit about that work that you're doing. Because Ms. Ellen kind of indicated that it's robust and it might be something that we could take into other departments and I'm not sure if you could speak to that. And also, how much is it costing?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Sure. Through you Madam Chair. First, there's the cost. That's the contractual cost with our consultant. And then there's the other cost, which I don't know that I would know how to even begin to categorize, which is the time and efforts. But we have a \$70,000, we have \$70,000 in our budget last year and this year, which we have used for the most part to contract with. A lot of that money has gone to our consultant, Joyce Shabazz. We've also worked with another

one of her colleagues. And so, she has been our guide for the last couple of years and has also delivered a number of the trainings and supported the learning environment as we've gone forward. I think I may have said this before, but we've been on a journey for a very long time within this department. And I would say that, I won't go through all of that history, but what's really changed in the last three years is the intensity of the focus and our identifying, eliminating racism within the department as the goal. Before I think a lot of our work was important and significant, but we never were as clear about what we needed to do.

We have -- that's the vision that we have and we have a set of strategic objectives that we've been working on, which I could just quickly tell you what they are because I think they expand creating and enhancing the learning and skill building opportunities for all DHSP staff to eliminate racism, build the capacity of all of our staff to take leadership in doing that work, ensure that our internal systems and policies support the elimination of racism, and cultivate a culture where staff openly communicate about race. So, I would say those are not short

term. They're considerably long-term strategic objectives. And we have a set of guiding principles that support that the work that we've been doing over the course of the last two years. We provided to all of our full-time staff and to about half of our part-time staff so far. 10 Cs of awareness and change training, delivered by local, wonderful trainer, Dr. [00:08:39 Olif] Johnson. And he will continue to work with us to roll out that training. Dr. Shabazz, I mean Joyce Shabazz and her colleague, Robert Dungy, have provided identity training to all of our full-time staff. And we completed that last year. And then she came back to do, the two of them came back to do it again because by the time a year had gone by, we had 20 new staff who we wanted to have go through the training. She's also in the process of delivering to the rest of our full-time staff a structural racism training, which about half of our staff have gone through that maybe a little more than that.

My -- I have gone through that training and we will be continuing that training through June and then again as we move forward for the year. And these trainings essentially form the basis of the work that our department's doing, building people's knowledge and understanding, in order for

us to be able to identify and work on the issues that we see. We have a number of other efforts focused on what we've called, we refer to them as 40, it's not quite 40, but if you look across our department, the people who are in this room today and the managers that they all supervise, it turns out to be about 40 people who over the course of our department are the people who supervise major groups of our staff. So, of the 220 and maybe 500 part-time staff, they fall under the supervision and management of those folks and the people they supervise. So, it was very clear to us that we needed to invest heavily in that tier of our department if we were going to be able to do this work.

And so, over the course of this last year, we have had a number of learning and skill building convenings, either of all of the 40 or of the 40 and smaller groups. We started two affinity groups for that group. One of people of white race identity and one right now jointly of people of racialized identity. And so that's been over the course of the last several months. We have another important piece of the work that we've been doing is, monthly learning activities. We refer to them as Deal Drop Everything and



Learn. But we as a team have identified and everybody's within our department is invited to send us videos or articles and we send them around to everybody in the department with the request that you read it, you watch it. And then on your work time, you spend some time in conversation with your colleagues. We've -- I've done a number of -- we alternate monthly between videos and articles. And I would say that as a result of, the dig deep, the -- why am I losing it here? Oh, the why I am not a racist. The Robin DiAngelo brought that one back to the team.

That one was a, a particularly useful one I think within. One of the most significant monthly activities we did was, space audit. We asked all of our staff within the department in small groups to talk about what are the identities of the people in the group that you've just convened to have this conversation. Talk about that. Look around your space to identify what you see, and what would other people walking into your space see, and what would be the messages that they would get from being in that space. And then what do you want to do about that? And I think I've said this in years past in preparation for this budget

meeting, we meet with about, I'm guessing it's probably 110 or 120 of the full-time staff of the department and some of the part-time staff, to ask about things people are excited about, struggling with, what they think's important, what would they want you to know about their programs if you asked me. And one of the questions this year was also what's been your experience participating in the Race and Equity Initiative? And I have to say that a very large number of the people, most people answered it, and a very large number of the people who answered it spoke about the space audit as one of the pieces and how important it was. And then talked about actually then asking for small resources because it didn't take much so that they could actually make changes in their spaces.

So, the last thing I would say is our plans for the coming year. And they're just, excuse me, information right now. It is our hope and expectation that we will roll out more Affinity Group work beyond the 40 to make that available to more members of the full-time staff of our department. We have a desire, not quite yet clear exactly how we're going to do this. We've been working on leadership guiding principles for our department, and we are -- which

are both about race and about everything else. And we're looking to see what's the work we want to do, supporting our staff, and supporting our leaders to live those principles and what gets in the way. And race is often embedded in what that is. And so that's a big piece of the work that we're looking at doing in the coming year. We also want to figure out, continue to roll out our, Drop Everything and Learn activities and ensure that we are continuing significant learning opportunities for all the staff of our department.

**COUNCILLOR ALANNA M. MALLON:** Awesome. Thank you. Through you. That's really impressive. I think what you're doing at the Department of Human Services is incredible around Race and Equity and this initiative. One of the things, while you were talking that struck me was that one of your objectives as a department is to eliminate racism from the department. And I should have used quotes. I would like to see that here in the budget book and in the narrative, not just for your department, but I think it would be important for all of our departments to really write that down, have it be part of their narrative, and then have to tell us here's how we're funding it and here's

what the plan is. I think we talk about it. I, I know that Councillor Simmons keeps beating this drum, for every department that comes in here. How -- what is the funding that you're using for this race and equity work? Because it's critical. How is it being used? And I think having it as an objective and a performance measure, I think would be very, very powerful for our city employees and for our residents. So that's just a, a, a thought while you were talking.

Speaking of equity, the Family Policy Council. So, one of the things that we've been working on for the past year as a council is this issue of eighth-grade math and it being a social justice issue, and the need for the community to really come together to focus on this particular thorny issue. I know that we've got our school budget hearing tomorrow night and eighth-grade math is going to come up. There have been some troubling MCAS statistics that we've been discussing, and I know that the superintendent and the work of the Family Policy Council is kind of coming together right now to, to try to really tackle this head on. Because I don't think this is just a school issue. I think this is a community-wide issue. In

doing that work, we talked about some help for Nancy, and the budget implication, implication that that might bring forward. I'm just wondering, I didn't see that in the budget and I'm wondering if that's the -- is it that their increase in their other ordinary maintenance for consultant to help and come in and, and sort of drive -- help Nancy drive that, that work.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madam Chair. We are actually doing some work. Nancy is doing in convening planning for a retreat and a retreat. We are working with a consultant on doing that for the very reason that it's useful to do that work. And it is work that we're doing jointly with the community and the schools on this. I would say that, we did not include additional money in this budget for a consultant. I think that if as we move forward this year, it seems that that's something that's important. I'm certainly quite willing to ask the City Manager for that support. And I think if we need it, he's nodding over there, I think we would be able to get it because I do think that, clearly the schools own a lot of what happens with math and we also know that as a community when children begin kindergarten and they already have a

negative attitude about math, that is never going to serve them well. And there are so many things that we can do before children enter school in the afterschool programs, and in the community as a whole. And so, I think there's lots of opportunity here and if we need more support, I'm confident we'll be able to get it.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Mallon.

**COUNCILLOR ALANNA M. MALLON:** Thank you. I'm, I'm looking at the City Manager and I did see him nodding, so we both saw him. I do think that that's going to be critical to support this work and I know that, you know, it's not just the kids. It's about supporting the adults and, and not saying things like I say all the time, which is, and I don't anymore, Nancy, I don't say that anymore. That I'm, that I'm not a math person. I've stopped saying that because I do think we send a lot of messages to our kids, that you either are a math person or you aren't. And I think, you know, putting a focus on math, doing a math literacy day, really educating adults and trying to figure out where those resources are that we can pinpoint to really try to amp up this idea of math is fun. Math is a lifelong skill and everybody is good at math and parents

can help their kids with math. I think that's the, that's been something that I've -- it's been a little bit of a journey for me this year and I'm excited for the rest of Cambridge to go on that journey too. (Laughs). And so, I thank you guys all for that work, that particular work and, and, and all of your work at DHSP. I think you're doing such a great job and it's just a -- it's wonderful to have you guys come here and present this amazing budget and to see everybody who's doing that work each and every day. So, thank you.

**COUNCILLOR E. DENISE SIMMONS:** Are you yielding the floor? Yes. Councillor Zondervan, followed by Councillor Siddiqui and then Councillor Carlone. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you Madam Chair, and through you. First of all, want to extend my appreciation as well for all your great work and particularly the, the work that you described on race and equity, which is really exemplary for, for what we should be doing in our city. We've talked about this before and you know, as you know, I've had some mental health challenges in, in my family to deal with this year. And so, I, I'm wondering what we can do to provide more mental

health services, particularly to families and, and young people in our city.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madam Mayor -- Madam Chair, sorry.

**COUNCILLOR E. DENISE SIMMONS:** I understand.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Oath habits die hard here, (Laughs). So, there are two places where we're doing something and potentially more opportunity in the future. The first of these is, this is for older young people. When we ran the next up internship program this past year through the Office of Workforce Development, both for that program and some of the other young adults that we work with, it's very clear that, the closer we get to young people, we learn more about the trauma and the issues that are getting in the way of them moving forward. And we were not ready for this year to say that we should have full-time social work staff within our department, but we did request through the city manager that we be given some funding so that we could contract for some support for our programs and then figure out what that would look like. And so, City Manager added that money to our budget.

In addition, it may be buried here for you to see, the



city gets community development block grant money, most of which goes towards affordable housing. And we get 15%. The maximum amount of Community Development Block Grant funding that can go for Human Services is 15%. And unlike most of the cities in the country, Cambridge actually allocates the full 15% to Human Services. And the amount has been shrinking some over the years. And we have a, a cadre of -- we've shrunk the number of agencies that we've funded using this so that we're down to a small number of highly functional programs and our money is more flexible than most of the other money they get. So, talked to the city manager about, didn't really want to open up that small amount of funding to the whole city because we would just be pulling it from one agency to give it to another agency. So requested that the City Manager give us an additional \$50,000 this year that we could use to fund staff who've previously been funded through Community Development Block Grant funding so that we could actually contract that money to community agencies.

And so, we had \$40,000 that was unassigned. So, with that \$90,000 working with our Human Services Commission, we have just, I think yesterday issued a request for proposal

to out there to all of the not-for-profits in the community, for up to four grants for them to add either mental health or substance abuse services to their existing program. So, it doesn't have to be a program and likely wouldn't be a program that currently provides mental health services. But knowing that so many of our programs are seeing young people, families, individuals who are struggling, how could we give them funding that would allow them to actually add that as a service to their program? So, it's one way. We'll see what we get, and it may be that depending on the number of applications we get, that would help us understand to what it is that the community agencies are seeing and what might that look like going forward.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you. As always, it's amazing what, what you're able to do. And you know, and I hear these amounts of money like \$50,000 and 40, it, it just feels like we should be spending so much more. So, I hope that, that you do learn more about what are some of the best ways to, to put that money to use and, and come back to us with, with higher budget items. And,

and similarly, the, the Multi-Service Center, which, you know, we, we just rely on those great folks to, to help us with, you know, constituent needs. And so again, if, if you see any ways to beef up those programs, please do as we need them. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you, Councillor Zondervan. Councillor Siddiqui followed by Councillor Carlone.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you Madam Chair through you. I think my colleagues have covered a lot of the questions I had. I wanted to touch briefly on the Office of Workforce Development. I was just over there and we were reminiscing about the boat crews and the Mayor's (Laughs). So many great memories. My first job was through the Mayor's Program. So, and I, I have to say on a personal note, I think this department really has made me who I am and the programs have really benefited me in every way. So, so thank you. And also, a big shout out to the youth council. I don't know what, what loser co-founded that, that, that group, but they, the youth have really done a, done a great job advocating, and this city has supported them from, from day one. And so, it, it, it, it's, it is

truly amazing and it's one-of-a-kind council that we have here. So, on the Workforce Development piece, I think we talked a little bit about this the other day, but I think we -- and we've had a, a few meetings on the topic of strengthening Workforce Development and how to make sure that we're connecting residents. And I wanted you to highlight some of the -- that success story that you had had shared with me, because I think it is the testament to the, the programming that we do have here.

**COUNCILLOR E. DENISE SIMMONS:** Semonoff.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madame Chair. Thank you. And we'll claim credit for you anytime. I want to say that, I think that the story that I'm going to share illustrates one of the things that I think we're incredibly grateful for as the city and as a city agency, which is that we have the capacity to stick with people for a very long time. Many other programs, because of the funding streams that they have, have limitations on the length of time that they can serve someone. Because, you know, the vast majority of our funding comes from the city, and it comes only with the restrictions that the city manager or the law or something

that the council has indicated it wants to see happen. So, we have much more flexibility. And in the particular instance, we were talking about, I was walking back to our building one day and a gentleman that I recognized threw his arms around me, so excited to tell me that he had just gotten a job for \$19 an hour with benefits working at Encore, the casino. And I knew and then confirmed with the staff, that this is someone who was in the first class of the Cambridge Works Program.

So, more than 10 years ago or 10 years ago. And this is someone who worked in that program was in other, we hired him in part-time jobs, otherwise within the department. He had a full-time job, had a little bit of trouble with the law in between. This is someone whose own history over the years was incredibly up and down, but we never lost faith. We, I speak of the staff, never lost faith in him, and ultimately, he never lost faith in the fact that the staff would stick with him. And this is somebody who after all that time, is now getting a job with a living wage. And he's one of the many stories of people who come, leave, things happen, they come back, and the staff just keep going. And whether it's the Cambridge work

staff or it's the staff of the Cambridge Employment Program who support people through many different job transitions, but that it is a reflection of the fact that the city funds us in a manner that allows us to do that, as well as the incredible strength of the staff who do this work.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Siddiqui.

**COUNCILLOR SUMBUL SIDDIQUI:** Thank you. And as my other colleagues have said, if there's any, you know, future ways that we can think about if you need more, this is the type of -- this is the area that I think is so integral to, you know, the, the success of our, our residents. And so, I wanted to highlight that as far as the Multi-Service Center, the, the amount of work and challenges that the, the staff face there is, you know, it is sometimes it's eye-opening and I think, I'm very, you know, happy to see that, you know, we are, we're increasing our target, target numbers for FY20. I've -- you know, and I appreciate the city manager supported, I advocated for some more funding for Legal Aid so that we could have them at the legal -- at the Multi-Service Center more often. There will be some more recommendations coming as well as we think about how we can help our residents in that

capacity. And so, I'll making a -- be making official recommendations in the future. But all that to say, I think there is a lot of -- there, there's going to be these gaps and challenges that come up and as, as you know, as a council, we're willing to look at where we can plug in those gaps as much as possible. So, thank you for, for all you that you do. And that's all from me. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Siddiqui. Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you Madam Chair. My, my first question is quite secretive, and in in-depth information we need, how do you get the manager to agree on potential funding? Every time there was an answer was, "Well, we talked to Louis and he thinks we can make this work." And is it charm or substance?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Of course, it's substance. But I would say that, I think, the other piece of this is, we always have a good reason for what we're asking for. And I -- we have spectacular staff who think up amazing things and come up with ideas. And I would say that the city manager is very willing to consider what we're asking for. And we usually aren't asking for the

moon. We're asking for something that can we show you what it would look like if we can make this happen. And then we'll come back and ask for more.

**COUNCILLOR DENNIS J. CARLONE:** Well, thank you. I, I knew that was the answer. I won't ask for the moon, I'll ask for a few asteroids. However, so I look at the numbers here and number of children placed in high quality preschools, I assume three- to four-year-olds from low income is 60. And I heard for the first time today that pretty well maxes out the capacity in Cambridge. That positions pretty much, I mean, might be another 10, but we're getting there, which I find extremely disheartening. So, my next question is the number, next line, number of children enrolled in programs and Program Quality Improvement System. Those are the programs that some of our kids are in that you're helping upgrade. That's the same nine programs. How many kids are in the public school that we finance in preschool?

**COUNCILLOR E. DENISE SIMMONS:** Ms. Semonoff.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madam Chair. I think we have 152 right now.

**COUNCILLOR DENNIS J. CARLONE:** Okay, so that's 212,



which is a great number. You know, my next question. Do I need even to say it? How many are we not -- and three- to four-year-olds, since that's the number you have here, how many are we not getting? Don't have the capacity to place?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you, Madam Chair. Let me give you a partial answer to that and say that, I think you're aware we've been jointly with the School Department and our birth to third work is jointly done with the School Department. We have a cons -- we've been working with a consultant and the purpose of that consultation is to try to look at, some alternative ways for us to provide, quality affordable programming to especially four year olds, but also what does it look like for three year olds? And we're in the process of doing that work. So, some of the answers, or at least the possible answers will come back to the council, as we finish this phase of that work. But I also want to say that this, what I described about the 60 being the maximum that we could get in this moment, I don't believe that's actually the maximum we will ultimately be able to get. And I think that, through work that we will be doing over the next several years, some of it might mean we need to pay more

for the slots that we're getting. And some of it may be our ability collectively with your support to build a culture within this community about that we actually need to ensure that more of the not-for-profit providers are actually accepting children from us. We have to make it work for them. But I believe there's opportunity to expand that number. There's opportunity to think about, we are expanding our own programs. And I think as we look at what happens with the building of the Tobin School, certainly one of the things that's being considered there is to significantly expand the number of preschool classrooms that would be in that building. So that's another alternative.

**COUNCILLOR DENNIS J. CARLONE:** Well, I didn't get a number of how many we're not dealing with.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** Through you Madam Chair. I would say that if you talk just about the four-year-olds right now, when we did a study and part -- we will have a better number. But when we did this study a couple of years ago. We ended up identifying that there are about somewhere between 850 and 900 four-year-olds. And we believe that number is still a relatively good number. And

we were able to actually identify at that time where the vast majority of those young, of those children were in programs. And many of those programs are actually high-quality programs more than are listed here. But because they're not currently participating in it, we don't have them listed here.

**COUNCILLOR DENNIS J. CARLONE:** I understand.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** So, the gap is not necessarily -- there are programs that need to be higher quality, no doubt about it. We're working on that and we need to continue. There's an affordability challenge. And there is some challenge in terms of the actual need for an increase in the number of slots because many of the programs in Cambridge serve non-Cambridge residents as well as Cambridge residents. So even when you look at all of the programs that are here, so one issue for all of us going forward is how might we be able to get more of the programs that are in Cambridge to actually be serving Cambridge residents as opposed to others?

**COUNCILLOR DENNIS J. CARLONE:** I'm not trying to belittle what you're doing. I, I agree with my fellow Councillors. This is an amazing department and everything

you do just hits us in the heart and we want to do more. But you know, let's say there's 200 kids that are four-year-olds who are not in preschool, and then there's that amount, if not more three-year-olds, and then there's 800 two-year-olds. And my point is, if we knew we were going to hit this wall, I, I just don't get how we don't plan. And I don't mean you, I mean the city as a whole. If we're not going to be able to meet the need we have to build, it's simple as that. And what I mean by building is, when developers come in and need a special permit or they want an up zoning, guess what's going on the ground floor or an existing school, we add a wing to it where there's a big field next to it.

And I can think of one school automatically that fits that. In other words, we have the capacity, we don't have the drive. And I'm not saying you, I'm not saying the manager, it's just not in the vision. And that's what Envision was supposed to be in my mind. It wasn't just private development, it's public development. So, I think we can do a heck of a lot more than we're doing. I've been here six years; this is my sixth year and a few of us were promoting this. You've been working on it before that. And

we have 10 kids per year. That's great for those 10 kids, the other 200 not so good. And you're only three and four for so long. And if you miss that window of enrichment, you know this better than me. It's lost forever. And why do we have third graders that are behind? Why do we have eighth graders that are behind? It's not all lack of preschool, but it's a darn part of it. So, I think we have to do.

**COUNCILLOR DENNIS J. CARLONE:** So, I think we have to do, and a plan and a strategy. Where can we add on to schools? How can we get through up zonings, definitive space? You probably know that the council's passed an order that anybody that gets an up zoning for office space or lab space pays \$150 a foot for land value increased by that zoning or equal services. That's perfect. To me, that's part of the funding of these new spaces. I think we have all the money in the world Manager I know doesn't like me saying that for kids. Absolutely we do. So, I want to hear about that next time. How do we expand the number of spaces we have? And it's not just your department, it's community development and other departments. But when we hit our head against the wall, all right, then we go, we turn 90 degrees and go in a different direction. And that's really what I

believe we're all responsible to do. And none of that minimizes all the wonderful things you do. I could talk about the workforce program, you know how I feel about that. And I could talk about all your programs and how it means so much to me. To me that's Cambridge. But these little guys need that too. They need more, quite frankly. So, thank you for all you do and please don't take any of this as a negative. You, you know how I feel about your department.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you Ma'am.

**COUNCILLOR E. DENISE SIMMONS:** Pleasure of the committee. Hearing none. So just a few things. It's always good to see the Department of Human Services. I don't have any favorites, but if I did, (Laughs) Human Services would probably be one of them. Let's talk a little bit about the anti-bias work. I I've said it to most departments, if not all of them. Councillor Mallon just concurred. In your department in particular where if, if there was a comparison of who's doing the most, you'd be either right up there or right up there with the Police Department. I

don't know who is sort of actively, proactively doing the work in a visible and con -- con -- coherent way. But it's impossible to read in this budget. And, and as I've said earlier, and I say this to the City Manager, I would like to see it, be able to say, this is where we are. This is where we're going. This is where we want to be. This is how much it's going to cost. Who's, who's going to do it? And I said the same thing around community engagement. So, you -- it was, it wasn't even easy to, given all the work that this department does, it wasn't easy to find. You blurted out and I was trying to not blurt it out, but you said, expand, create and enhance. And I'm trying to write this down as you're saying it and it should be just not only there, but let's talk about best practices. You know, we could get so much good work and expertise around anti-bias work from what you've done, what you've found, what you've tried and tested and found true.

That could be a model for all the other departments. So, one, one, it has to be in the budget next time. I don't have to -- I don't know if we have to do that by way of policy order, but it has to be there. We have to -- I, I -- my favorite line has been follow the money. I want to be

able to follow the money. I want to see what kind of improvements we have in making in people's attitudes. And, and just to -- for your, for your own benefits. So other people can see the public, the council and you yourselves. And this is how much we've invested in this work. You said it was about \$70,000 if you're doing this for \$70,000. Wow, that's pretty good, because I would think it would cost a lot more. But you said 70,000 or maybe I'm attaching that to something else. I just want to see it spelled out in the budget in a broader and in a better way. Relative to your community engagement teams. So, you said you have nine community engagement people, but really 28 that kind of work as ambassadors?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** We have nine who work through the outreach workers who are supervised through the community learning center and Michelle Godfrey through the Center For Families. In addition to that, we have, I think it's eight or nine, family support workers through the Center For Families. In addition, the others are literacy workers through the agenda for children. And all of them do some of this work within the community.

**COUNCILLOR E. DENISE SIMMONS:** Community engagement,



and I think you know this better than most people, Ms. Semonoff, is very important to me. And again, I can't track it through your budget. It's also the community engagement team. One of my questions from a budget perspective, you said these are part-time positions. Why not full-time? Does it, it pay benefits? I, I've done community involvement. This is no easy task. It takes a lot of time. You have to do it in irregular periods of time. If you want to get a parent, you can't call, necessarily call them during the day. You have to call them at night. So, it just -- it feels as though we're underfunding it. I would, would not be any way disturbed if I saw these positions as full-time positions with benefits. So, the first question is, are these benefitted positions?

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** No, they're not. We have -- one of the outreach workers is a full-time benefitted position and all of the rest are non-benefitted.

**COUNCILLOR E. DENISE SIMMONS:** Right. So, so what are we saying? First of all, it, it -- I think it implies, although we say it's important, how important it is. Number two, if you go by the picture, it's mostly women, you know. And so, I think from a pay equity perspective, here are

women doing the work that they want to do, that they're capable of doing, we're only paying them part-time? So, do they have to do another job in order to make ends meet? I don't know that, but that's what comes to mind. So, I would just like to see, you know, at some point in, as this finance process is over and we sort of unpack what went well, what didn't go well, there, there needs to be some room to have a fuller discussion about, you know, say community engagement as an area and why we find it sufficient. And I'm going to use Councillor Carlone's, where it's not a criticism, it's an observation that I think we should be putting more money into community engagement so that we first honor the work, honor the fact of the people that are doing the work and in this case that are mostly women. And then pay them so that they don't have to do something else. So that's more of a comment. I said part-time outreach worker.

What's -- so I was looking at the Council on Aging budget and I don't know, I think it's page, I don't -- I didn't think I -- I don't think I put the page down on it. It seems to me that the Council on Aging through the senior -- the Contingencies, Elderly Services Council on Aging

page V-141, it seems as though we do more than that's written here. But what I did like about what you did, and I'm just using Council on Aging, is we can say this is the number of people that we serve. This is the number of people that we're going to serve in the future, and this is how many we actually serve. I love. I like that ability, that amount of specificity so that we know what we're doing it. I, I, I really think we do more than this. Maybe you just put the high points in there. The only other thing I want to mention though, relative to the Senior Center, Mr. DePasquale is, and it came by way of a, a council order and I think it would cost money. That's why we don't do it. It is that, on more than one occasion, I have seen our seniors standing out in a full downpour in order to get into the senior center. And I think it opens at 8:30. And I don't know, is it that seniors are too noisy? I mean, I'm not going to even going to try to make up the reason why, but it seems as though we -- if it's a funding issue that we look into it because it's, it, it, it appears to me to be crawling in human treatment to have seniors standing outside the building in extreme weather. Whether it be rain, bitter cold, or extreme heat. I'm looking at Mr.

DePasquale, because me and him have had this conversation a few times. So, to you, Ms. Semonoff.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** I -- what I would say is it's -- it may be a staffing issue. So, we could have that conversation. I would actually say that the issue is one that we're working on because for the most part, the, the occasions where you see it, it's individuals who are showing up in order to be the first in line to be able to get a number for the food pantry. And we never run out of food. And we have tried a number of different ways to let people know that it -- they don't have to be there when we open and that if they get there at 8:30 they will for sure --

**COUNCILLOR E. DENISE SIMMONS:** Right.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** -- be able. So, we're continuing to try to figure out, because if we open the door -- right now our concern is, if we open the doors at 8:15, then people will start lining up at eight o'clock. If we open at eight o'clock, they'll start lining up at 7:30 so --

**COUNCILLOR E. DENISE SIMMONS:** And I think that, I think you're right. I think you're absolutely right.

**ASSISTANT CITY MANAGER ELLEN SEMONOFF:** So, what we need to figure out, what is it that we could do that would help alleviate people thinking that standing there. Which is a different question from, I'm standing there because I have nowhere to go at this hour as opposed to, I'm standing in line because that's the only way I feel comfortable that I'll get something I need. So, Susan Pacheco is very aware of this and has been trying to figure out what are some of the ways we can work on it. We hear the issue.

**COUNCILLOR E. DENISE SIMMONS:** Thank you. Because I employ you, the last thing we want to see, and it could be just circumstantial, a senior standing out in, in torrent rain, they pass out and all you'll hear on the news is how Cambridge had this poor senior pass out in the rain. So, to what degree? And I know Ms. Pacheco and I, I we're, we're her out with my senior issues and she's very good about it. Thank you. But I just, just the appearance of it. So, I don't know what the secret is in the sauce that we have to, to use, but we have to figure out a way, to -- because this wasn't -- this -- there, there had to be on, on every occasion, I've, I've observed this more than 10 people standing in line. And so, I would ho -- I would

respectfully ask that we turn our attention to that.

Pleasure of the committee. Hearing none, I would entertain a motion to refer this full -- to the full City Council.

The, the Human Services budget. So, on a motion by

Councillor Siddiqui, all those in favors say aye. Oppose?

The aye's have it. And the matter is so referred. The next item is Public Investment. This was pulled by Vice Mayor Devereux.

**COUNCILLOR E. DENISE SIMMONS:** [Inaudible 06:14:36].

Good afternoon. I want to welcome the Public Investment Department. This was pulled by Vice Mayor Devereux. I think we know each -- everyone at the table, but just for the purposes of people that may be riveted to the screen, I will have -- let you begin by introducing the folks that are here. And then I will turn the floor over to the Vice Mayor. If this many people are here. Who's working?

**DEPUTY CITY MANAGER LISA PETERSON:** Everybody's working. (Laughs). Assistant City Manager, David Kale. Deputy City Manager, Lisa Peterson. City Manager, Louis DePasquale; and Budget Director, Taha Jennings. And I would say just about every department is engaged one way or another with Public Investments. So, I'm not going to try

to introduce everybody, but if they come up and speak, they will be able to introduce themselves. There you go. So, thank you.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Madam Vice Mayor, the floor is yours.

**VICE MAYOR JAN DEVEREUX:** Thank you. Through you. Well thank, thank you all for being here and I feel really badly that everybody is still here because some of you were here earlier today. Some of you were here last week and all of us have been here for a really long time and this was advertised as going from 9:00 to 3:00 and we're after 3:00. So, I do not intend to, to make this any longer than it needs to be. I did, I did want to just look at the sort of big picture of Public Investment. So, you have a, a bar graph on page VI 2 that shows the Public Investment Fund between fiscal year 15 and fiscal year 24 expenditures. And this year's total of a little over a \$100 million is shown, and then we go way up in fiscal year 21 because \$237 million of that is for the Tobin School, which leaves about \$69 million for other things if my math is fairly correct. So, it would be helpful to -- and that's -- and \$69 million is, you know, a fair amount lower than any of the prior

years from fiscal year 15, which was 120 and it's sort of, you know -- so, and, and then, and then it goes way down in 2022. So, I'm just looking at it and, and saying where in this other chart, you know, it would be helpful to know how much was school spending, because I know we've had school spending in many of the prior fiscal years because we're doing a bunch of schools. How much of that is school spending? Are we going to be strapped for public investment in the future years because we're now going to be down under, under some of the prior year totals.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you madam Chair, I'll start and turn it over to David and Lisa. I hate to say this again, but this is one of the most deceiving charts you're going to see because a lot of it's based on when we bond and when we don't bond. So, I almost -- we need, this is for part of the whole budget process, but I don't like the chat, I'll be honest with you. And it's true, no one's fault. It's just, it's a hard way to meet the bonding schedule. So, way back when we agreed to take on three new schools, city manager stated that that could have an impact on our own capital budget separately. I would tell you for the most part it has not. We've been



able to manage both. We will continue to manage both. I mean these are five-year plans and they change especially on the capital side. And it, it is a balance and we do recognize the fact that obviously when we're doing this much with the Toban, we have to balance, but true to the council agreeing to set up that stabilization funds and the ability to control our debt. We are in a real strong position to do this and still use this money that we've put aside preparing for this time to continue to address the needs. And I would just say the perfect example of that is the fact that after listening to the council, rightfully so, we did not have any fire stations in our plan and now we have one in, and we'll continue to put them in. So, I would -- I understand the concern where the numbers look lower, but it's not because of the school, it's just where we're at with the plan. But we can, I believe continue to do what we need to do in terms of where the council expects us to go and where the residents want us to go. It's just trying to balance it all out and sometimes it's when you bond it and when we appropriate it. So, it's a little misleading.

**VICE MAYOR JAN DEVEREUX:** Okay.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** I mean, I think, I and others probably struggle with trying to understand this level of financial detail from a few charts and relatively little exposure to how this all works. So, thank you. That helps. On the other page, it's probably another sort of strange thing, but in the fiscal year 20 to 24 financing plan on page VI 3, it shows tree program revenues that I guess are fees from the Tree Protection Ordinance at \$370,000 for the coming fiscal year. And then it zeroes them out and I'm, I'm assuming that we're not really thinking they'll be zero, but I don't kind of understand why we put zero in columns.

**ASSISTANT CITY MANAGER DAVID KALE:** We look at the capital plan on a yearly basis so when the revenues materialize and they're actualized, we will budget them. We don't want to make the assumption that that those kind of dollars will be there in the out years. So, when you look at the budget next year, you will see more than likely continuing funding source from this source to help fund the Tree Capital Program. So, we don't -- we again, back to you've heard this before we budget conservatively, so we

don't want to list the revenue where we're not absolutely sure we're going to be able to actualize that revenue. We wait to actually to make sure we receive it.

**VICE MAYOR JAN DEVEREUX:** I mean, I get that, but then how can we be sure that resident parking sticker revenues will be there? We've got \$100,000 in that column so --

**ASSISTANT CITY MANAGER DAVID KALE:** We're fairly certain that the X number of folks who in a year in and year out basis who request resident stickers as a history of having that revenue. And obviously there's a compliance issue and a, a number that we, in terms of folks who request stickers, that is pretty solid year in and year out that we can basically have the assumption that \$100,000 is going to be there.

**COUNCILLOR E. DENISE SIMMONS:** Vice Mayor.

**DEPUTY CITY MANAGER LISA PETERSON:** Through you, Madam Chair. I, I just want to add that, if you look at the tree program revenues, it really varies from year to year. It's been almost nothing or it's been even close to 100. It really depends on what developments and, and what's happening. So, it's, it hasn't been reliable at a certain level. And again, just as the manager said earlier, this is

the revenue, this is not necessarily saying that we don't have a commitment to the program and that we're not figuring out how to spend on the program, even if it's through property tax.

**CITY MANAGER LOUIS A. DePASQUALE:** Through you, Madam Chair.

**COUNCILLOR E. DENISE SIMMONS:** Mr. DePasquale.

**CITY MANAGER LOUIS A. DePASQUALE:** Well, the way we've done capital in the past is often in accounts like this we could let allow it to build up. So, there are revenues sometimes that we put two or three years together and then at the time the revenues there, we put it into capital and then obviously we don't project it because we don't know what the timeframe will be. But certainly, if this money comes in, it would be committed to continuing the -- to address the three program. It's just -- there's no guarantee that it's going to come in. Again, it's, it's a little misleading because it makes it look like we're not supporting the program, but it's more of a revenue issue. But I can assure you, we'll continue to support the appropriation.

**VICE MAYOR JAN DEVEREUX:** Thank you.

**COUNCILLOR E. DENISE SIMMONS:** [inaudible 06:22:30]

Vice Mayor.

**VICE MAYOR JAN DEVEREUX:** Oh, yeah. I thought you were calling on someone. Okay, good. I have just, like, a couple of pages that I flagged and they relate to different departments, so I don't -- there are a couple on the traffic to ask about the, the new meter technology, with the dynamic meter pricing, and it looks like we're going to, sort of, phase those new meters in; and I didn't know, sort of, if there is a, a plan for which -- I'm assuming commercial districts would be the first to receive those.

**COUNCILLOR E. DENISE SIMMONS:** Mr. Barr.

**DIRECTOR JOSEPH E. BARR:** Through you, Madam Chair. So, yeah, we have not finalized where we would do them initially, but my, my expectation was we would find a location where -- I guess two things. One, I think business districts makes the most sense because that's where we see the most revenue. And so, it makes sense to deploy them there initially. And then there are other -- there are some locations where we would like to start to take advantage of some of the technological features that you get with that, and be able to, you know -- this is more worth [inaudible]

06:23:45] pay stations, but be able to do things like varying rates by how long you stay, those kinds of things; at least at some point in the future. So, I think it'll be a combination of the busier areas and also the areas where we charge more like Harvard Square because that's where it's helpful to have more options for credit card payment and fewer people paying with coins and, then, where we want to be able to take advantage of those. Like I said, those sort of technology features.

**VICE MAYOR JAN DEVEREUX:** Yeah. Harvard Square, unfortunately, is going to have so much disruption that I don't know whether this will be the right time to (Laughs) to do anything else there, and Inman Square too. It's also going to be -- so, okay. On the Vision Zero safety improvements, as long as you're up here. Does that, does that fund also include things like installation of flex posts or -- build bicycle lane?

**DIRECTOR JOSEPH E. BARR:** Through you Ms. -- Madam Chair. The -- it could, although we -- those types of projects we've actually, generally, been funding through our operating budget for pavement markings and -- so, I think the, the con, the concept with this new capital fund

was, really, to be able to pick up, you know -- and, and these are -- can be difficult to identify in advance, sometimes, but the, the small scale capital improvements like bus boarding island or a pedestrian crossing island; things like that that might, otherwise, not be same things we could do as part of a quick build project. So, it's really to, to be able to sort of do a little bit more than you would typically do for a quick build project and have that flexibility in how that money would be used and allocated. And, and that will be a joint decision-making process between traffic and parking, community development, and DPW to figure out, you know, what types of improvements would be implemented using, using those funds.

**VICE MAYOR JAN DEVEREUX:** And I think, I think a floating bus island was mentioned somewhere. Was that in the -- Yeah. So, that -- okay. Well, we've talked a lot about trees (Laughs), so I, I won't go back into the public shade tree investment that I had flagged before because, we've already done that. I was a little curious if Sam is here about the, the water department and the hydroelectric renewable energy generation. That sounded like a interesting thing to, to learn about.

**DEPUTY CITY MANAGER LISA PETERSON:** It's Corda.

**VICE MAYOR JAN DEVEREUX:** Thank you.

**DIRECTOR JOSEPH E. BARR:** Through you Madam Chair.

Yeah, we, we, we have funding to complete the design of a hydroelectric generation. It'll be at two places. One will be up at -- just below Stony Brook Dam, in Waltham; and the second will be at Fresh Pond Reservation right near the Weir Meadow where it discharges into the pond. So, and, and those, those will be -- the expected generation is about a little under 500,000 kilowatt-hours per year. And the -- again, initial estimated cost would be somewhere in the order of \$1.5 million. And then -- and we expect that a grant in the -- about 50% of that is -- roughly speaking, is what the grant would be to support that, that effort. And so, we're hoping to finish that design in '20 and then work on the construction thereafter.

**VICE MAYOR JAN DEVEREUX:** That, that's really exciting. So, where, where is the Weir Meadow, which is --

**DIRECTOR JOSEPH E. BARR:** I'm trying to think. It's off of Huron Avenue. Kind of -- a little bit East of Glacken Field. And then, and then what is, we have a couple of gate houses there and it's just down below the hill. And



then, right where, where there's -- there's been some detention basins on the reservation. It'd really be a little bit upstream of that. That's where the -- discharges into the pond --

**VICE MAYOR JAN DEVEREUX:** Okay, great.

MR. JOSEPH E. BARR: -- from upcountry reservoirs.

**VICE MAYOR JAN DEVEREUX:** Okay.

**DIRECTOR JOSEPH E. BARR:** It'll all be, it, it'll all be subsurface so you won't even really know it's there.

**VICE MAYOR JAN DEVEREUX:** And it will, it will provide power for the water plant. Where -- who will it -- what will it power?

**DIRECTOR JOSEPH E. BARR:** I, I believe the generator - - the hydroelectric generator on the reservation would, would be powering plant, sending electricity into the, into the plant. The one in Waltham will be putting power into the grid. And I believe, somewhat recently, that it's net metering, which is the case with solar but it was not the case in hydroelectric in the past. So, it's actually a more beneficial return in the sense of what the actual funds -- the dollars you'll get. It's net metering. So, that --

**VICE MAYOR JAN DEVEREUX:** Great.

**DIRECTOR JOSEPH E. BARR:** For example, whatever the charge would be for a kilowatt-hour, you would get that as a credit.

**VICE MAYOR JAN DEVEREUX:** Fabulous. Okay, cool. My last question doesn't relate to you and I don't know if Ellen is still here, but there's, there's money for replacement of the Danehy Park benches and tables, and we've started to do some of that; and I, and I know many of them were in pretty sad shape and -- it is just, kind of, a general question. It looks like we're, we're doing it in a very gradual way of, sort of, giving -- doing \$50,000 a year for the next five years and it just seems like it's relatively small change. And if the benches and tables are falling apart, why wouldn't we just do them all and --

**COUNCILLOR E. DENISE SIMMONS:** Mr. Corbeil.

**VICE MAYOR JAN DEVEREUX:** -- be done with it?

**RECREATION HoD ADAM CORBEIL:** Absolutely. Adam Corbeil, Cambridge Recreation Human Services. We are doing it in three phases and I'm happy to say that we just paid the final invoice on the first phase. So, all of the benches have been installed. We did it at 36 locations throughout the park and we'll be working with the money

that we get this year, and some disability money, to replace all of the tables that are, are still there. So, really, when you look at it, it's only a, a three-year full replacement of a 55 acres facility that's usable -- that's going to be usable in segments. In the meantime, I share your concern about the tables that are in rough shape. We'll be keeping those up and rehabbing those with the existing staff; and then also our Mayor's program staff will take care of those this summer.

**VICE MAYOR JAN DEVEREUX:** Great. I mean, when I -- I, I looked at some of them last summer and it just seemed they weren't very inviting to say that because they were kind of falling apart and splintering. Okay, thank you. That was -- those were the ones that I had flagged because I touched on some of the other questions I had earlier. So, thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Madam Vice Mayor. Councillor Zondervan.

**COUNCILLOR QUINTON Y. ZONDERVAN:** Thank you Madam Chair and through you. To briefly go back to the zero-line items in, in the budget. I guess, just in general, I think it would be helpful to put a little footnote explaining why

we're putting those at zero. In, in the case of the tree program, we actually want them to be zero because we don't want people cutting down trees and paying us the money. So (Laughs), I like those zeros there. I hope they stay. And then on the resident parking permits, you know, we -- we've been over this before and, and I'll, I'll just mention it again and to encourage you to think about ways to increase that fee so that we can have more revenues and, you know, put in place a, a means that's a program so that we're not adversely impacting folks who, who can't afford to pay more. But, but I would hazard to guess that most of our car owning residents can afford to pay more and so we should charge more and, and put those funds to good use to improve our, our traffic safety and other things. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Zondervan, pleasant -- pleasure of the committee. Councillor Carlone.

**COUNCILLOR DENNIS J. CARLONE:** Thank you Madam Chair. Just a quick question. I notice under community development on affordable housing, it said \$9.7 million. That's an old number, I assume, or is that CPA? I mean, we've said we're going to put more money in the net, so that's just an old

number that --

**ASSISTANT CITY MANAGER DAVID KALE:** no, that --  
through you. That, that does not include the CPA funds.

**COUNCILLOR DENNIS J. CARLONE:** I see.

**ASSISTANT CITY MANAGER DAVID KALE:** CPAs are  
appropriated separately in the fall.

**COUNCILLOR DENNIS J. CARLONE:** Great. And as far as  
the zero under trees, you could put TBD, to be determined,  
and then it's really clear. Thank you.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor  
Carlone. Pleasure of the committee. Hearing none, just  
briefly, on page 11 of this section, when we talk about  
participatory budgeting, which I think is an extraordinary  
success and it really makes the budget more hands-on for  
the citizens in the year -- in part of the narrative it  
says Cambridge residents ages 12 and older voted. I'm not  
sure it's all Cambridge residents. And I guess I, I'm  
pleased that we're spending or spent for \$4,925,000. My  
concern is it, it's not always Cambridge residents that are  
voting. And so, I, I think we should have a conver -- if  
we're going to say, I want to spend the money, I think it's  
good, but we do not ask for any sort of identification. And

so, I know at least in a couple of instances people voted on things that they liked, because they were at an event, but they weren't a Cambridge resident.

And so, I just want to, I want to put that out to you, because we certainly want to do this and they would not say, stop it, it's a great program, but it, it should be buy and for the benefit of the Cambridge residents. On page 10, it -- let me see if I can find which one. ITD/PSIT. AV upgrades for the city and public safety, audio visual upgrades to replaced problem, problematic or outdated equipment throughout city buildings. And I can't help but think of the City Council chamber. I, I feel like for all the money that we spent to upgrade the sound system here, it is less than perfect, but none -- there's no budget in here. There's no money budgeted for improvements to make it actually act the way it should have acted when we first edited, installed. Am I correct? We, we did not allocate any money for improvements to make this, this our system work better.

**ASSISTANT CITY MANAGER DAVID KALE:** To the extent that we need to make enhancements or improvements, we can cover that from the operating budget.

**COUNCILLOR E. DENISE SIMMONS:** Okay. Very good. Page 16 Public Safety Meters. I see that we're going to be making some upgrades to those. How are -- what are we doing in this upgrade to assist those that are visually impaired, the visually impaired? Mr. Barr?

**DIRECTOR JOSEPH E. BARR:** So, generally we don't spend a tremendous amount of time concerned about the ability of someone who's visually impaired to use a meter since generally they're not driving. And if they are driving or being driven by someone and they have a handicapped placard, then they wouldn't need to pay the meter in any case. So, we have not sort of focused on that issue.

**COUNCILLOR E. DENISE SIMMONS:** So maybe I shouldn't have said visually impaired, but people who are -- have -- that don't have a placard, they still drive because they're not blind, but some of meters are in places that are not well lit. So, it's hard to read the instructions, I guess that's what I'm saying.

**DIRECTOR JOSEPH E. BARR:** Okay. So, the, the, the, smart meters that we'll be purchasing generally have the ability to have a backlight activate. And so, they're, they're easier to view than the current meter technology

that we have. So, I think that they'll be more easily visible for someone who has sort of problems in low light or things like that.

**COUNCILLOR E. DENISE SIMMONS:** Right. And that's my -- that's the only reason why I bring it up. I'm just hoping that we'll be doing something to make it easier to be able to use the mechanisms. Very good. And then lastly, on number seven, page 17, the Green Street Garage. I was very glad to see that there's money allocated for repairs to the Green Street Garage. My only question to you is, will that be out of play during those repairs out of service?

**DIRECTOR JOSEPH E. BARR:** No, we don't expect, particularly at Green Street, which has had some work done in the past, it's been somewhat disruptive. But we're actually meeting with our garage engineering consultant later this week to go over the, the, the full program of repairs. But I don't expect that they will be, you know, there'll be some impact, you know, spaces here, spaces there, but it's not like we would have to close the facility or a level of the facility we don't expect at this point in time.

**COUNCILLOR E. DENISE SIMMONS:** So, there'll be no loss



of revenue from that facility to us?

**DIRECTOR JOSEPH E. BARR:** There shouldn't be anything significant.

**COUNCILLOR E. DENISE SIMMONS:** Very good. Thank you. Pleasure of the committee.

**COUNCILLOR E. DENISE SIMMONS:** Councillor Kelley.

**COUNCILLOR CRAIG A. KELLEY:** Quick question about the street preservation offset fund. It says that the permit holder is responsible and then this on page five, the permit holder is responsible for the restoration. My understanding is that that's the buyout. So once the permit holder is paid into the offset preservation fund, the city owns that street cut. Am, am I incorrect?

**COUNCILLOR E. DENISE SIMMONS:** Mr. O'Riordan?

**COMMISSIONER OWEN O'RIORDAN:** To you Madam Chair, you're correct Councillor, that there are interim repairs that the contractor can make. If they're not final repairs, then he's still responsible for paying his street preservation offset fee.

**COUNCILLOR CRAIG A. KELLEY:** But the, the \$509,925 represents not just the cut cost but the buyout of future. I would suggest that that get a little clarified next time.

Thanks.

**COUNCILLOR E. DENISE SIMMONS:** Thank you Councillor Kelley. Thank you Mr. O'Riordan. Pleasure of the committee. Hearing none, I will entertain a motion by Councillor Kelley to move the Public Investment budget to, to the full co -- full City Council with a favor of recommendation. All those in favors say aye. Opposed? The aye's have it, and the matter is so referred. We now move the public comment. Do we have anyone stand signed up for a couple comment.

**UNIDENTIFIED SPEAKER 2:** There was no one this morning. I don't [Inaudible 06:38:47].

**COUNCILLOR E. DENISE SIMMONS:** I do not believe that there's anyone here or signed up to participate in public comment. Pleasure of the committee. On a motion by the Vice Mayor to Carlone's public comment. All those in favor say aye. Oppose? The aye's have it public comment is now closed. This exhausts the departments that have been pulled for discussion exhaust us too, but (Laughs) not bad word. This concludes the interviews and discussion with the departments that were pulled by this aspect of the budget. I just want to remind my colleagues that tomorrow at six o'clock we'll be reviewing the school department's budget

will be in the chamber at 6:00 PM. Pleasure of this -- of the Committee on Finance. On a motion by Councillor Carlone to adjourn. All those in favor, say aye. Oppose? The aye's have it. The meetings now adjourned. Thank you and happy birthday Councillor Carlone.

**UNIDENTIFIED SPEAKER 3:** Oh, happy birthday Councillor.

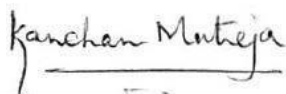
**COUNCILLOR E. DENISE SIMMONS:** Would you like us to sing? I guess not.

**The Cambridge City Council Finance Committee adjourned at approximately 3:37 pm.**

**C E R T I F I C A T E**

I, **Kanchan Mutreja**, a transcriber for Datagain, do hereby certify: That said proceedings were listened to and transcribed by me and were prepared using standard electronic transcription equipment under my direction and supervision; and I hereby certify that the foregoing transcript of the proceedings is a full, true, and accurate transcript to the best of my ability.

In witness whereof, I have hereunto subscribed my name this 10th day of February 2023.

A handwritten signature in cursive script that reads "Kanchan Mutreja". The signature is written in dark ink and is positioned above a horizontal line.

Signature of Transcriber

Minutes Acceptance: Minutes of May 7, 2019 9:00 AM (Committee Reports)