



# FINANCE COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

Thursday, May 8, 2025

9:00 AM

Sullivan Chamber

**The Finance Committee will conduct a public hearing on the City and School budgets covering the fiscal period July 1, 2025 to June 30, 2026.**

Attendee Name	Present	Absent	Late	Arrived
Burhan Azeem	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sumbul Siddiqui	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jivan Sobrinho-Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Paul F. Toner	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9:17 AM
Ayesha M. Wilson	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9:24 AM
Catherine Zusy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Denise Simmons	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

A public meeting of the Cambridge City Council's Finance Committee was held on Tuesday, May 8, 2025. The meeting was Called to Order at 9:00 a.m. by the Chair, Councillor Nolan. Pursuant to Chapter 20 of the Acts of 2025 adopted by Massachusetts General Assembly and approved by the Governor, this public meeting was hybrid, allowing participation in person, in the Sullivan Chamber, 2<sup>nd</sup> Floor, City Hall, 795 Massachusetts Avenue, Cambridge, MA and by remote participation via Zoom.

**At the request of the Chair, Deputy City Clerk Crane called the roll.**

Councillor Azeem – Present/Remote

Vice Mayor McGovern – Present/Remote\*

Councillor Nolan – Present/In Sullivan Chamber

Councillor Siddiqui – Present/In Sullivan Chamber

Councillor Sobrinho-Wheeler – Present/In Sullivan Chamber

Councillor Toner – Absent\*

Councillor Wilson – Absent\*

Councillor Zusy – Present/In Sullivan Chamber

Mayor Simmons – Absent

**Present – 6, Absent – 3. Quorum established.**

\*Councillor Toner was present and in person at 9:17a.m.

\*Vice Mayor McGovern was in person at 9:19a.m.

\*Councillor Wilson was present and in person at 9:24a.m.

The Chair, Councillor Nolan offered opening remarks and noted that the Call of the meeting was to hold a public hearing on the City budget covering the fiscal period of July 1, 2025 to June 30, 2026. Present at the meeting was City Manager, Yi-An Huang, Deputy City Manager, Owen O'Riordan, Budget Director, Taha Jennings, and Assistant City Manager for Fiscal Affairs, Claire Spinner. Chair Nolan added that some Committee members provided Departments with questions in advance of the meeting and the questions were added to the Agenda Packet the morning of the Budget Hearing.

The Chair, Councillor Nolan recognized Claire Spinner who provided an overview of the FY26 Budget Background – Property Tax Levy. The document was provided in advance of the meeting and included in the Agenda Packet.

The Chair, Councillor Nolan recognized Councillor Wilson who stressed how important it is for members of the community to thrive and highlighted the City's role in supporting that. Councillor Azeem had clarifying questions related to the tax increase. Claire Spinner explained that there is the possibility of using two different

scenarios, but each scenario will have a different impact and what the increase would look like over the next 5 years. The Vice Mayor shared frustration and sadness over what is being chosen to be funded verses what will no longer be funded and added that the Transition Wellness Center and Rise Up should continue to be funded through free cash. City Manager Huang assured the members that there will be many resources that the City has budgeted to continue to support the unhoused community. Councillor Sobrinho-Wheeler thanked the Finance team for offering different models and scenarios to review and had clarifying question on reallocations, to which Claire Spinner responded. Councillor Zusy noted the importance of the City Council modeling examples of saving money and provided examples of how that could be achieved. Councillor Siddiqui asked the City Manager to provide an update on Federal funding and the impacts if grant funding is lost. City Manager Huang shared that more information related to grant funding will become available within the next couple of months as well as an update on what is happening in the court system related to grants.

**The Chair, Councillor Nolan recognized Councillor Zusy who made a motion to forward the FY26 Budget for the City Clerk, City Council, DGBVPI, Auditing, General Services, Treasury/Revenue, Mayor's Office, and Reserve to the full City Council with a favorable recommendation.**  
**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Absent

Councillor Wilson – Yes

Councillor Zusy - Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

#### **ARTS COUNCIL**

The Chair, Councillor Nolan recognized Jason Weeks Director of the Arts Council who provided an update on the Arts Council's collaboration with the Cambridge Health Department and how art has the ability to help the physical, mental, and emotional health of members of the community. In addition, Jason Weeks shared information on dedicated funding, the Art Task Force, and partnering with the Community Development Department. Taha Jennings responded to questions about funding through CPA and assisting with restoring art in Porter Square.

**The Chair, Councillor Nolan recognized Councillor Siddiqui who made a motion to forward the Arts Council FY26 Budget to the full City Council with a favorable recommendation.**  
**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

#### **ELECTION COMMISSION**

The Chair, Councillor Nolan recognized Director Tanya Ford, Assistant Director, Lesley Waxman, and Commission Member Thomas Stohlman. Director Ford responded to questions related to the number of mailings that are sent out to voters, pointing out that some of them are required by State law or Council order and an overview of what type of mailings are sent out. In addition, Director Ford provided an overview of the responsibilities and roles of the employees within the Department. Director Ford shared information on how the Commissioners are elected and how staff are hired.

**The Chair, Councillor Nolan recognized Councillor Sobrinho-Wheeler who made a motion to forward the Election Commission FY26 Budget forward to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

### **EMPLOYEE BENEFITS**

The Chair, Councillor Nolan recognized Chief People Officer, Raecia Catchings and Assistant Director of Benefits Administration, Barbara Brown. Raecia Catchings and Barbara Brown responded to questions related to the assessments of benefits, such as health insurance, and provided information on how the budget plays a role in employee benefits.

**The Chair, Councillor Nolan recognized Vice Mayor McGovern who made a motion to forward the Employee Benefits FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

### **EQUITY AND INCLUSION**

The Chair, Councillor Nolan recognized Deidre Brown, Chief of Equity and Inclusion. Deirdre Brown responded to questions from Councillor Wilson, Councillor Siddiqui, and Councillor Zusy on the Department's role within the City, updates, and partnerships with other Departments and Commissions.

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Equity and Inclusion FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

### **EXECUTIVE LEADERSHIP**

The Chair, Councillor Nolan recognized City Manager Huang and Deputy City Manager O’Riordan who provided an overview of the positions within the Executive Department, what their functions are, and the projects and initiatives they are working on.

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Executive Leadership FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Absent

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

## **TOURISM**

The Chair, Councillor Nolan recognized Interim Executive Director, Candice Beaulieu, who provided an overview of the Office of Tourism and the different collaborations and partnerships that are made within the community and how the budget and other sources of funding determine if there is adequate planning and marketing for the City, noting that the budget has not changed in the last few years.

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Tourism FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

## **COMMUNICATIONS AND COMMUNITY ENGAGEMENT**

The Chair, Councillor Nolan recognized Lee Gianetti, Director of Communications and Community Relations and Jackson Price, Director of Community Engagement. Lee Gianetti provided a brief overview of the Department and Jackson Price provided an overview of the different community engagement being done within different Departments throughout the City and how they work collectively to provide information and outreach.

**The Chair, Councillor Nolan recognized Vice Mayor McGovern who made a motion to forward the Communications and Community Engagement FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Absent

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

### **HOUSING LIAISON**

The Chair, Councillor Nolan recognized Maura Pensak, Housing Liaison, and Phoebe West, Project Coordinator. Maura Pensak shared how the Housing Liaison Department supports people, what projects are being worked on, and policies that are being followed. Maura Pensak shared how the Department provides outreach and education while also collaborating with other Departments to support the community. Maura Pensak provided a brief update on plans if housing is impacted by federal cuts.

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Housing Liaison FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Yes

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 8, No – 0, Absent – 1. Motion passed.**

**The Finance Committee went into recess at 1:22p.m.**

**The Finance Committee resumed at 1:51p.m.**

**At the request of the Chair, Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Present/In Sullivan Chamber

Councillor Nolan – Present/In Sullivan Chamber

Councillor Siddiqui – Present/In Sullivan Chamber

Councillor Sobrinho-Wheeler – Present/Remote\*

Councillor Toner – Present/In Sullivan Chamber

Councillor Wilson – Absent\*

Councillor Zusy – Present/In Sullivan Chamber

Mayor Simmons – Absent

**Present – 6, Absent – 3. Quorum established.**

\*Councillor Wilson was present in the Sullivan Chamber at 1:52p.m.

\*Councillor Sobrinho-Wheeler went from remote participation to in the Sullivan Chamber at 2:54p.m.

### **FINANCE ADMINISTRATION**

The Chair, Councillor Nolan recognized Claire Spinner who responded to questions related to free cash, operating budget, ordinary maintenance, and the growth and responsibilities of the Finance Department.

**The Chair, Councillor Nolan recognized Councillor Zusy who made a motion to forward the Finance Administration FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Absent

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

**ASSESSING**

The Chair, Councillor Nolan recognized Gayle Willett, Director of Assessing, who responded to questions related to nonprofit property tax, residential and commercial property tax, and abatement requests. In addition, Gayle Willett provided an overview of the continued outreach with taxpayers and property owners.

**The Chair, Councillor Nolan recognized Councillor Toner who made a motion to forward the Assessing Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

**BUDGET**

The Chair, Councillor Nolan recognized Taha Jennings and Melissa Liu, Participatory Budgeting and Engagement Coordinator, who responded to questions and comments related to the Participatory Budget.

**The Chair, Councillor Nolan recognized Councillor Siddiqui who made a motion to forward the Budget Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

**INFORMATION TECHNOLOGY**

The Chair, Councillor Nolan recognized Mike Dugas, C.I.O. of Infrastructure and Security, and Eric Belford, C.I.O. for Digital Services. Mike Dugas and Eric Belford provided staffing updates within the Department, partnerships with other Departments, cyber security, and possible opportunities of A.I. use in the future.

**The Chair, Councillor Nolan recognized Councillor Toner who made a motion to forward the Information Technology Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

**PURCHASING**

The Chair, Councillor Nolan recognized Elizabeth Unger, Purchasing Agent, who responded to questions and comments related to the Disparity Study, procurement, vendors, and purchase orders. In addition, Liz Unger

shared an update on how the Department is working towards making purchase orders and vendor lists more efficient for the City to use.

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Purchasing Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

#### **HUMAN RESOURCES**

The Chair, Councillor Nolan recognized Raecia Catchings who provided information related to the Department's budget increase, employee salaries, the efforts and commitment being made to culture change for employees, and working collaboratively with the I.T. Department to continue making updates and employee access more accessible.

**The Chair, Councillor Nolan recognized Vice Mayor McGovern who made a motion to forward the Human Resources Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 7, No – 0, Absent – 2. Motion passed.**

#### **LAW DEPARTMENT**

The Chair, Councillor Nolan recognized Megan Bayer, City Solicitor, who responded to questions and comments related to public records requests and how they can be more accessible to the public without violating privacy, security, or safety issues. City Solicitor Bayer added how the I.T. Department plays a big role with requests. Megan Bayer provided information and the process of claims that are filed within the Department.

**The Chair, Councillor Nolan recognized Councillor Toner who made a motion to forward the Law Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Absent

Councillor Toner – Yes

Councillor Wilson – Yes

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

#### **ANIMAL COMMISSION**

The Chair, Councillor Nolan recognized Christina Correia, Director of Animal Commission, who read from a prepared statement which responded to questions that were provided to the Department in advance, the

statement was passed out to Committee members (Attachment A). Councillor Siddiqui and Vice Mayor McGovern thanked the Animal Commission for their hard work and being so responsive to calls.

**The Chair, Councillor Nolan recognized Vice Mayor McGovern who made a motion to forward the Animal Commission FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Absent

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

#### **COMMUNITY SAFETY**

The Chair, Councillor Nolan recognized Marie Mathieu, Interim Director of Community Safety, who read from a prepared statement (Attachment B). Marie Mathieu responded to questions and comments from Councillor Sobrinho-Wheeler, Councillor Wilson, Vice Mayor McGovern, Councillor Zusy, Councillor Siddiqui, and Councillor Nolan and provided an overview of the Department, the type of calls the Department responds to, and partnerships with the Police Department, Fire Department, and EMS.

**The Chair, Councillor Nolan recognized Vice Mayor McGovern who made a motion to forward the Community Safety Department FY26 Budget to the full City Council with a favorable recommendation.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Absent

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

**The Chair, Councillor Nolan recognized Councillor Zusy who made a motion to move the Fire Department, Inspectional Services, Police Department, License Commission, and Transportation Department budgets to Wednesday, May 14, 2025.**

**Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent

Vice Mayor McGovern – Yes

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Toner – Yes

Councillor Wilson – Absent

Councillor Zusy – Yes

Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed**

#### **EMERGENCY COMMUNICATIONS**

The Chair, Councillor Nolan recognized Christina Giacobbe, Director of Emergency Communications, Walter Heffernan, Deputy Director of PSIT, Serena Franks, Assistant Director of Operations, and Rebecca Fuentes, Deputy Chief Operating Officer for the City Manager's Department. Christina Giacobbe reviewed the operations, staffing levels within the Department, and the complex role of being a dispatcher. Rebecca Fuentes and Christina Giacobbe responded to questions related to what resources are available to dispatchers to help support them and partnerships with the Community Safety Department, Fire Department, and Police Department. In addition, Walter Heffernan provided an overview of the Departments PSIT supports.



**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to forward the Emergency Communications FY26 Budget to the full City Council with a favorable recommendation. Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent  
Vice Mayor McGovern – Yes  
Councillor Nolan – Yes  
Councillor Siddiqui – Yes  
Councillor Sobrinho-Wheeler – Yes  
Councillor Toner – Yes  
Councillor Wilson – Absent  
Councillor Zusy – Yes  
Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

**The Chair, Councillor Nolan recognized Councillor Wilson who made a motion to adjourn the meeting. Deputy City Clerk Crane called the roll.**

Councillor Azeem – Absent  
Vice Mayor McGovern – Yes  
Councillor Nolan – Yes  
Councillor Siddiqui – Yes  
Councillor Sobrinho-Wheeler – Yes  
Councillor Toner – Yes  
Councillor Wilson – Absent  
Councillor Zusy – Yes  
Mayor Simmons – Absent

**Yes – 6, No – 0, Absent – 3. Motion passed.**

**The meeting was adjourned at approximately 5:43p.m.**

Attachment A – statement from Christina Correia, Animal Commission

Attachment B – statement from Marie Mathieu Community Safety

**Clerk's Note:** The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. The video for this meeting can be viewed at:

[https://cambridgema.granicus.com/player/clip/1021?view\\_id=1&redirect=true](https://cambridgema.granicus.com/player/clip/1021?view_id=1&redirect=true)

**A communication was received from Taha Jennings, Budget Director, transmitting the FY26 Budget hearing schedule.**

**A communication was received from Claire Spinner, Assistant City Manager, Fiscal Affairs, transmitting FY26 Budget Background- Property Tax Levy.**

**A communication was received from The Chair, Councillor Nolan,, transmitting FY26 Budget Hearings submittted questions.**

## Attachment A

### Animal Commission

Councilor Zusy

- Do we need 5 staff? \$480k? What do they do?

Thank you, Councilor, for your question — we're genuinely glad for the opportunity to highlight the value and impact of our work. We understand and respect the need for fiscal responsibility and accountability, especially in today's climate.

Our request for continued funding to support five Animal Control Officers—at a total cost of \$480,000—is grounded in the volume, complexity, and essential nature of the services we provide. With a population of over 118,000 residents within just 6.25 square miles, Cambridge faces high density and increasing interactions between people, pets, and wildlife. Our team responds to over 2,000 calls for service, investigations, and over 400 emergencies annually, provides 24/7 coverage including weekends and holidays, and supports not only animal welfare but also public safety, health, and community resilience.

Our officers cover an intensive after-hours rotation, respond to medical and cruelty emergencies, enforce state law and city ordinances, support residents in crisis, and assist other city departments, including Fire, Police, Inspectional Services, and Public Health. In 2024 alone, we've already cared for and transported over 200 sick or injured animals, many found in distressing conditions. We also issue licenses, process citations, attend court hearings, patrol open spaces, manage bite quarantines, and provide education and outreach programs for the public.

The continuous growth of the human population, domestic pets, and returning wildlife in Cambridge has made it increasingly challenging to manage the full scope of animal control services. Our team is committed to meeting the needs of residents while showing compassion and empathy, especially in difficult and often emotional situations. We don't just respond to calls; we engage with individuals and animals in crisis. We also recognize the emotional toll of encountering sick, injured, and abused animals, and we carry the weight of that suffering with professionalism and care. This work is both physically and mentally demanding, and we approach it with dedication to the well-being of both the community and the animals we serve.

We are not just line items in a budget; We're proud public servants who live in this community, raise our families here, and have dedicated our professional lives to it. In this challenging time, we recognize the human beings behind the work because we care deeply about what we do, the people we serve, and the animals we protect.

Again, we welcome your questions and are grateful for the oversight and the opportunity to share what we do. We are happy to provide details about our operations, data, and goals. Thank you for giving us the space to speak.

### **Animal Control Officers (ACOs) in the City of Cambridge**

Director	1
Animal Control Officers	4
Vehicles	3

### **Hours of Service: 24/7**

7 am-7 pm Monday through Friday

7 am-3:30 pm Saturday and Sunday

### **After-hours emergency response:**

Each ACO officer covers 13 weeks a year- 10 regular weeks and 3 Holiday weeks, which begin on Sunday at 0700 and conclude the following Sunday at 0700

Cities/towns with multiple ACOs and similar high populations

<b>City / Town</b>	<b># of ACOs</b>	<b>Population approx.</b>	<b>Sq. Miles</b>
Cambridge	5	118,403	6.25
Boston	7	675,647	48.34
Worcester	4	207,621	37.36
Springfield	5	152,600	31.87
Lowell	4	113,518	13.61
Brocton	5	105,643	21.33

### **Animal Commission data**

<b>DATA</b>	<b>Year or fiscal</b>	<b>Total</b>
Licensed dogs	2024	4281
Calls for service	2024	2879
Emergency Calls for Service	7/1/2023-4/29/2024	457
Animals transported	2024	408
Bites-Quarantines dog/cat	2024	109
Dogs placed in kennel	2024	13
Citation issued-loose	2024	42
Citation issued-unlicensed	2024	35
Lost and Found dog/cat	2024	122

## **Current Responsibilities**

### **Field Services**

- Respond to 24/7 emergencies- assist. Fire, police, displaced residents, and animals
- Enforce M.G.L. Chapter 140 sec 137 through 174G, and city ordinances 6.04
- Rescue, transport, and treatment for sick/injured animals, domestic and wildlife, over **200 in 2024** to vets, rehabbers, kennels, shelters, and rescue organizations
- Issue citations for violations (**77 total, 2024**)
- Patrol over **90** open spaces, **13** shared/dedicated dog parks, and city streets
- Respond and investigate complaints of loose, barking, waste, etc.
- Cruelty/neglect investigations
- Attend Community Events, Meetings, and Public Presentations, schools, etc.
- Rabies Clinic (run by public health in other communities)
- Dog bite investigations
- Care for animals in our possession
- Lost and found
- Rabies testing, prevention, and public health awareness
- Bite quarantines issues and release
- Appear in court to attend clerk magistrate hearings for unpaid violations and complaints
- Animal hoarding issues
- Supply Pet Food donations for residents in need
- Kennel Inspections
- Chicken coop inspections

### **Administrative Responsibilities**

- The Animal Control Dept licensed **4281** dogs in **2024**, in person, online, and by mail (The clerk's office issues in other cities and towns)
- Respond to over **2000** emails and phone calls from residents
- Update department website

- Connect residents with services such as low-cost spay/ neuter, vaccines, training, behavioral issues, pet safety, and nuisance wildlife removal
- Notify residents about any animal-related concerns for health and safety
- Outreach to find organizations and facilities to take animals in our care
- Nuisance and dangerous dog hearings
- Take and prepare reports
- Record data from citations
- Updating benchmarks
- Budget review and preparation
- Purchasing and payment of invoices
- Maintain office hours for public access
- HR duties
- Maintaining record keeping, kennel, wildlife transport, adoption, euthanasia, bites, quarantines, lost and found, etc.
- Respond to Public records requests
- File Court complaints
- Issue of a vicious/ nuisance order

#### Training, affiliations, etc.

- Sworn animal inspectors for the State of Massachusetts
- Animal Control Officers Association of Massachusetts (ACOAM)
- Required 8 continuing education credits a year for MDAR
- New England Federation of Humane Societies
- Knowledge of state laws and city ordinances
- CPR and First Aid, animals
- Mental Health and First Aid, people
- Zoonotic diseases (rabies, avian flu, etc.)
- Disaster training and preparedness
- Maintaining and purchasing equipment needed to perform duties, such as cages, nets, poles, vehicles, etc.
- Dog aggression
- Pest management
- Leadership training
- All required City trainings on sexual harassment, ethics, housing, services for seniors, and unhoused



## **Attachment B**

I sit before the Budget Committee today humbled, with just 4 days on the job as Interim Director of the Community Safety Department . And as I transition into this role in a young, learning, developing and evolving department, its caused me to reflect on my younger days and how I got here.

The city of Cambridge has somehow always been a part of my life for many of my big life transitions. And I experienced many firsts here in Cambridge. From being a young immigrant child from Haiti, 56 Magazine Street, was home to the first church I attended with my mom where my faith journey began.

I moved to 700 Huron Ave as a result of the biggest transition of my young life. Going from being an only child to a single mom. To being a teenaged sister to a baby brother. The Agassiz/ now Baldwin school was my first middle school. Rindge and Latin was my first high school (shout out to all my Pilot people).

Cambridge has even been home to some of my professional firsts, over the course of my 2 decade long career as a clinical social worker. I was the first clinician hired to create the first mental health court in Middlesex County out of CDC alongside the one and only retired Judge Roanne Sragow, retired assistant chief probation officer Ronnie Layne, retired probation officer Bobby McWatters, superintendent Fred Cabral, deputy superintendent Mike Medeiros and Sergeant Matt Mahoney.

From there I became the first library social worker in the Commonwealth at the Cambridge Public Library.

Then assisting the good troublemaker Liz Speakman stand up the first alternative response program in New England being dispatched as unarmed first responders to 911 crisis calls related to mental health and quality of life challenges. The calls that we get to respond to were specially selected by our City's Medical Director, Dr. William Porcaro.

This city has somehow always managed to show up in my life during the most confusing yet transformational transitions of my life, and now I get to support the work of a department that shows up for people in their most confusing transitional moments.

Every line item requested in this years budget allows us to either directly support a community member in transition or to support the people who are showing up to support the community members who are facing life's most challenging transitions.

Even if CARE is able to help just 1 community member it would be worth it. But thankfully our impact has been much greater. Whether it's helping the person who has been sober for 2 years find a treatment program after relapsing the night before. Or the 3 year outside sleeper being open to getting a cell phone to communicate with concerned family member. Or consulting with 4 city employees through the Employee Support Line. Or the single mother of 5 who we help identify natural supports so she can finally get the mental health treatment she desperately needs and deserves. Or just picking up 6 used heroin needles in Alewife, or distributing just 7 personal hygiene kits in Central Square. Or responding to just 8 911 calls a day. Or providing community connections to the lonely older adult who calls 911 9 times a day because it's the only number where she is guaranteed someone will always answer her call. It would still be worth it.

We were asked last week at our city council update, how we have been able to clear 99 percent of calls without needing to call PD. When I answered, I said it's because our team spent months in training preparing to go out on calls. What I didn't mention is what that training looked like. We learned things from every department. Every single department in this city trained us. The reason that we haven't had to call CPD for safety concerns is because CPD taught us all we know about scene safety so we can go on scene and assess for safety. The idea was that we would NOT need to call them, but that if we needed to we always could. Learning when we can move forward, move back or call for back up. Shout out to Mike Halpert and Matt Mahoney. MOAB training is one of my favorite trainings I received with the team. Nancy Tauber and Andrew from the Find it Cambridge team taught us all about how to find every resource available in this city. Crystal Rosa from the language justice team taught us how to use the language line and use plain-language so we are not hindered by not sharing the same language as a community member. Maria Melo, Ryan McCluskey and Maura Pensak trained us on all things housing. MSC trained us on how to C-CAN qualifying City Citizens to get them one step closer to permanent housing. ECC taught us how to use the radios and speak on the radio to communicate to dispatchers. Fire taught us how to safely pick up and discard needles. Those are just SOME of the city departments that were involved in our learning and development.

We learned from countless non-city department agencies as well. From First Step Ride-a-longs, Pro EMS Ride-a-longs, CPR, first aid, Narcan, and mental health first aid training.

Gone are the days where we do things just because this is how it's always been done. The sheer existence of this department is proof of that. Gone are the days where we work in silos, our training is proof of that. The proof of ALL the hard work that has been done by not just CSD, but all of our community and city partners is in the 115 calls we responded to just in the month of March compared to the 208 calls we responded to from launch in July to



December 2024. From where I sit, for a program that is just a little more than 9 months old, we have been doing pretty well. Do we have more work to do, yes absolutely. Do we have the continued support of all of our public safety colleagues? I think the answer to this question is pretty clear as evidenced by the presence of all of them here in the chambers right now!!!!

**Please find attached the non-verbatim transcript for the  
May 8, 2025 Budget Hearing**

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\*\*\*\*

>> GOOD MORNING.  
EXCITING.

I AM CALLING TODAY'S FINANCE  
COMMITTEE MEETING TODAY.  
IT IS TO HOLD A PUBLIC HEARING  
ON THE CITY BUDGET COVERING THE  
FISCAL PERIOD JULY 1, 2025 TO  
JUNE 30, 2026.

FIRST ORDER OF BUSINESS IS ROLL  
CALL OF MEMBERS PRESENT.

>> COUNCILOR AZEEM.

>> PRESENT.

>> MCGOVERN. PRESENT.

SIDDIQUI.

>> PRESENT.

>> SOBRINHO.

>> PRESENT.

>> COUNCILOR SOBRINHO-WHEELER.

ABSENT.

COUNCILOR ZUSY.

>> PRESENT.

>> YOU HAVE SIX RECORDED AS  
PRESENT AND THREE ABSENT.

>> THANK YOU.

THE ACTS OF 2025 APPROVED BY THE  
GOVERNOR, CITY IS AUTHORIZED TO  
USE REMOTE PARTICIPATION.

PLEASE NOTE THE CITY OF  
CAMBRIDGE AUDIO VIDEO MAKES THIS  
AVAILABLE FOR FUTURE VIEWING.

THIRD-PARTIES MAY BE AUDIO AND  
VIDEO RECORDING THIS MEETING.

MEMBERS OF THE COUNCIL  
PARTICIPATE REMOTELY ZOOM IS SET  
UP FOR PUBLIC COMMENT.

EACH SPEAKER IS ALLOWED THREE  
MINUTES.

PLEASE TUNE INTO CHANNEL 22 OR  
VISIT THE CITY WEBSITE.  
IF YOU WOULD LIKE TO COMMENT,  
VISIT THE CITY COUNCIL SECTION  
OF THE WEBSITE.  
INSTRUCTIONS ARE POSTED THERE.  
ONCE YOU COMPLETED SIGN UP, YOU  
WILL RECEIVE LINK TO ZOOM  
MEETING.  
OUR VOTES ARE BY ROLL CALL  
TODAY.

TO SET THE STAGE, MANY OF US  
KNOW THE USUAL PROTOCOL.  
THIS IS SCHEDULED ALL DAY  
MEETING.

IT WAS NOTICED OF WHICH  
DEPARTMENTS WILL BE DISCUSSED  
TODAY.

I WILL DO OPEN PUBLIC COMMENT  
RIGHT NOW FOR ANYONE WHO WANTS  
TO SPEAK NOW.

ALSO, BEFORE WE BREAK FOR LUNCH  
IN THE MIDDLE OF THE DAY IN CASE  
PEOPLE WANT TO TALK THEN AND AT  
END OF THE DAY.

I WILL NOT CALL FOR VOTE TO  
CLOSE PUBLIC COMMENT.

WE HAVE FOUR PEOPLE SIGNED UP  
FOR PUBLIC COMMENT.

THAT MAY CHANGE DURING THE DAY.

I WANT THERE TO BE ENOUGH  
OPPORTUNITY FOR MEMBERS OF THE  
PUBLIC TO BE ABLE TO COMMENT.  
WHAT HAPPENS PARTICULARLY FOR  
COUNCIL MEMBER FOR THOSE FOR  
QUESTIONS BY COUNCILORS.

IF THERE ARE NO OTHER QUESTIONS  
FOR THOSE DEPARTMENTS THEN WE  
WILL VOTE TO MOVE THEM FORWARD  
TO THE FULL CITY COUNCIL WITH  
FAVORABLE RECOMMENDATION.  
THE VOTE WILL BE TO MOVE TO FULL  
CITY COUNCIL WITH FAVORABLE  
RECOMMENDATION, NO

RECOMMENDATION, OR A NEGATIVE  
RECOMMENDATION.  
THOSE ARE THE VOTES TO BE TAKEN  
ON EACH DEPARTMENT.  
AS WE CALL EACH DEPARTMENT IN  
SUCCESSION, ANY COUNCILOR WILL  
BE ABLE TO ASK QUESTIONS ABOUT  
THAT DEPARTMENT.  
IT WILL BE SPECIFIC TO THE  
DEPARTMENT OPERATIONS AND  
QUESTIONS RELATED TO THE BUDGET  
SINCE THIS IS A BUDGET HEARING.  
ANY OTHER CLARIFYING QUESTIONS  
FROM MEMBERS?  
WHAT I HAVE.  
THIS WAS PRESENTED BY CITY STAFF  
BASED ON LAST SIX MONTHS OF SOME

DISCUSSIONS AND INPUT FROM  
COUNCIL AND COMMUNITY AND BEST  
SENSE OF THE CITY STAFF FOR HOW  
THIS OPERATIONAL BUDGET CAN BE  
SET MOVING FORWARD FOR THE NEXT  
FISCAL YEAR WHICH STARTS JULY 1  
OF THIS YEAR, SIX SHORT WEEKS.  
CITY MANAGER, DID YOU WANT BE TO  
SAY ANYTHING?  
>> I WANT TO THANK YOU ALL.  
I APPRECIATE THE WORK THAT LED  
US HERE.  
LOOKING FORWARD TO DISCUSSION  
TODAY.  
HAPPY TO GET STARTED.  
>> Chair Nolan: BEFORE THE  
INDIVIDUAL DEPARTMENTS THE CITY  
IS GOING TO TALK ABOUT THE TAX  
RATE QUESTION, IS THAT CORRECT?  
>> CHAIR, THAT IS CORRECT.  
WE CAN START AND HAVE ASSISTANT  
CITY MANAGER SPINNER THE MEMO WE  
SHARED ON TUESDAY.  
>> Chair Nolan: SO MUCH OF THE  
DISCUSSION OVER THE LAST MONTH  
OR TWO IS HOW IS IT TO MOVE  
FORWARD WITH THE RANGE OF GOALS

AND OBJECTIVES AND WAYS WE WANT  
TO IMPROVE OPERATIONS IN THE  
CITY AND PERHAPS EXTEND AND THE  
QUESTION BACK WAS WHAT WILL  
HAPPEN IF WE INCREASE TAX RATE  
IF WE DID SOMETHING DIFFERENT,  
HOW CAN WE MOVE FORWARD?  
WE ARE BOUND BY THE BUDGET BOOK.  
CITY MANAGER WORKED WITH STAFF  
TO PRESENT.  
WE CAN UNDERSTAND WHAT THE  
PROCESS WOULD BE FOR ADDRESSING  
THOSE QUESTIONS.  
I THINK THAT IS THE -- I DON'T  
HAVE MUCH MORE OPENING.  
QUESTIONS SUBMITTED BY  
COUNCILORS THAT I FORWARDED TO  
THE STAFF WHICH ARE AVAILABLE ON  
THE CITY WEBSITE.  
SORRY IF COUNCILORS DON'T HAVE  
-- WE CAN MAKE COPIES FOR  
COUNCILORS.  
START WITH ALTERNATIVE TO THE

ACM SPINNER TO WALK US THROUGH  
THE MEMO.  
ONCE THAT DISCUSSION IS  
CONCLUDED WE WILL MOVE TO  
INDIVIDUAL DEPARTMENTS.  
>> EXCUSE ME, MADAM CHAIR.  
QUESTION.  
IS PUBLIC COMMENT HAPPENING  
FIRST OR ARE WE COVERING THE  
MEMO?  
>> WELL, IF PEOPLE ARE ON AND WE  
CALL THEM, THEY CAN SPEAK NOW OR  
WE CAN WAIT UNTIL LATER.  
JIM STEWARD.  
>> JIM STEWARD IS NOT SIGNED UP.  
>> HE IS HERE.  
>> I AM JIM STEWARD, FIRST  
CHURCH SHELTER ON COMMITTEE  
FINANCE CONSIDER RECONSIDERATION  
SHUTTING WELLNESS CENTER.  
IT IS NOT FISCAL RESPONSIBILITY.

MORAL FAILURE.  
IT SENDS MESSAGE HERE IN  
CAMBRIDGE, SOME LIVES ARE WORTH  
PROTECTING, OTHERS ARE NOT.  
CENTER HAS SERVED HUNDREDS OF  
UNHOUSED DEEPLY VULNERABLE  
RESIDENTS.  
PROVIDED STABILITY, SAFETY AND  
DIGNITY.  
TAKING IT AWAY IS NOT JUST  
REMOVING THE SERVICE.  
IT IS DISPLACING HUMAN BEINGS  
WHO ALREADY HAVE NOWHERE ELSE TO  
GO.  
LOCAL SERVICE PROVIDERS,  
ADVOCATES COMMUNITY MEMBERS MADE  
IT CLEAR.  
CAMBRIDGE WE BELIEVE IN DOES NOT  
PUT PEOPLE BACK ON THE STREETS.  
IT DOES NOT EXPECT CHURCHES AND  
NONPROFITS TO CARRY BURDEN WHILE  
THE CITY ITSELF STEPS BACK.  
THAT IS NOT SUSTAINABLE.  
NOT FAIR.  
CAMBRIDGE IS A CITY WITH  
RESOURCES, CAPACITY THAT FAR  
EXCEED THOSE OF MOST COMMUNITIES  
IN MASSACHUSETTS.  
IF THE COST OF OPERATING THE

CENTER IS ISSUE, THE QUESTION  
MUST BE ASKED WHAT HAS THE CITY  
MANAGER DONE TO EXPLORE LOWER  
COST MODELS THAT STILL MEET THE  
NEED?  
THIS SHOULD NOT BE A  
CONVERSATION ABOUT ABANDONMENT.  
HOW WE CARE FOR THE PEOPLE WHO  
NEED US MOST.  
SMARTLY, SUSTAINABLY AND  
HUMANELY.  
THANK YOU FOR THE OPPORTUNITY TO  
SPEAK.  
>> AARON SHACKLE FORD.  
AARON HAS NOT SIGNED UP.

NEXT SPEAKER IS STENIS.  
>> 17 CHANNING STREET.  
WE NEED TO INCLUDE ADEQUATE  
FUNDING IN THIS BUDGET TO MAKE  
SURE WE ARE STILL SUPPORTING  
MOST VULNERABLE RESIDENTS IN OUR  
COMMUNITY.  
A LOT OF CONVERSATION HOW THIS  
IS A TIME OF UNCERTAINTY,  
BUDGETARY WE DON'T KNOW WHERE  
CUTS ARE COMING FROM FEDERAL  
GOVERNMENT.  
DURING THE TIME OF CRISIS WE  
SHOULD LEAN IN TO SUPPORT MOST  
VULNERABLE COMMUNITY MEMBERS  
RATHER THAN STEPPING BACK, AND  
WE HAVE IN ALL RESPECTS THE  
CUSHION TO DO SO.  
THE FREE CASH TO DO SO.  
WE HAVE PLENTY OF ROOM TO GO  
BEFORE THE MOVEMENT.  
LOWEST TAX RATE IN THE AREA.  
WE MUST FUND SUCCESSOR TO RISE  
UP, NOT NEXT BUDGET YEAR BUT  
THIS BUDGET YEAR.  
THESE FAMILIES ARE STRUGGLING AS  
COUNCILOR SOBRINHO-WHEELER SAID  
DURING THE LAST MEETING.  
THE MEDIAN FAMILY -- SORRY.  
COUNCILOR SIDDIQUI, MAKES  
\$24,000 A YEAR.  
\$500 A MONTH IS ESSENTIAL TO  
MEET THEIR NEEDS.  
WE NEED TO FUND THE SPALDING  
SHELTER, TRANSITIONAL WELLNESS

SHELTER.  
THE INCREDIBLE IMPORTANCE IN OUR  
ABILITY TO ADDRESS THE UNHOUSED  
NEED HERE IN CAMBRIDGE AND HOW  
UNIQUE THAT SHELTER IS AND THE  
VALUE IT PROVIDES RESIDENTS.  
WE NEED TO CONTINUE FUNDING FOR  
FOLKS THAT ARE GOING TO LOSE  
SOME SUBSIDIES DUE TO TRUMP



ADMINISTRATION WITH MUNICIPAL  
VOUCHERS.  
THAT IS MOVING FORWARD IN CITY  
COUNCIL.  
NOT THE OTHER TWO THAT ARE  
INCREDIBLY ESSENTIAL.  
THERE IS SIMPLY NO EXCUSE TO  
FAIL TO INCLUDE THESE PRIORITIES  
IN THE BUDGET.  
INCLUDING THEM ALIGNS WITH  
VALUES WE ESPOUSE AND VOTES WE  
CLAIM TO CAST IN SUPPORT AT  
STATE AND FEDERAL LEVEL.  
I ASK FOLKS OF THE CITY TO ALIGN  
VALUES WITH LOCAL VALUES.  
KINDNESS, GENEROSITY.  
WEALTHY PAYING THEIR FAIR SHARE  
TO SUPPORT MOST VULNERABLE IN  
COMMUNITY.  
TAX INCREASES WILL BE  
MICROSCOPIC.  
WE HAVE LOWEST TAX RATE IN THE  
AREA BY MILE.  
MIDDLE CLASS FAMILIES DO NOT PAY  
MORE.  
THIS IS FALSE.  
YOU CAN RAISE RESIDENTIAL  
EXEMPTION TO CUSHION MIDDLE  
CLASS FAMILIES FROM THIS AND  
WEALTHIEST PAYING  
DISPROPORTIONATE SHARE OF  
INCREASE.  
YOU ARE CHOOSING NOT TO DO IT.  
THIS IS NOT ABOUT SAVING  
STRUGGLING FAMILIES FROM  
INCREASING PROPERTY TAXES.  
I DO HOPE THAT YOU LISTEN TO ALL  
OF THE FOLKS THAT HAVE SPOKEN  
OVER THE LAST FEW WEEKS AND  
SUPPORT THESE ESSENTIAL  
PRIORITIES.

>> LEE FERRIS.  
>> LEE, YOU HAVE THE FLOOR.  
>> GOOD MORNING TO THE CITY

MANAGER, COUNCILORS AND ALL  
PRESENT.

I AM ALSO ASKING FOR THE COUNCIL  
TO FUND A CONTINUATION OF RISE  
UP.

I KNOW PEOPLE THAT ARE IN IT,  
AND I THINK IT HAS BEEN  
INVALUABLE TO THOSE VERY  
LOW-INCOME FAMILIES.

I ALSO WOULD LIKE THE COUNCIL TO  
CONTINUE FUNDING THE  
TRANSITIONAL WELLNESS CENTER  
SHELTER.

I PREVIOUSLY SHARED A STORY HOW  
IT BENEFITED A HOMELESS WOMAN I  
KNEW WHO WAS FINALLY ABLE TO GET  
SURGERY ON A BROKEN FOOT DUE TO  
THE SHELTER.

WE NEED TO CONTINUE TO HAVE A  
PLACE THAT IS BOTH LOW DENSITY  
AND ALLOWS PEOPLE TO STAY ALL  
DAY AND HAS ALL OF THE SERVICES  
THAT IT HAS.

I THINK IT WOULD BE FINE TO  
EXPLORE A LESS COSTLY VERSION IF  
SUCH CAN BE FOUND THROUGH A  
DIFFERENT BUILDING AND A  
DIFFERENT SERVICE PROVIDER, BUT  
I THINK WE NEED TO HAVE THE  
FUNDING IN THE BUDGET TO BE ABLE  
TO DO THAT.

TO DO THAT SEARCH.

CLEARLY, I AM HAPPY THE COUNCIL  
IS LOOKING AT INCLUDING FUNDS IN  
THIS YEAR'S BUDGET FOR CREATION  
OF MUNICIPAL VOUCHER PROGRAM TO  
FUND MIXED IMMIGRATION STATUS  
FAMILIES AND 128 HOUSEHOLDS  
EXPECTED TO LOSE FEDERAL  
VOUCHERS DUE TO CHANGES FROM  
TRUMP.

THE DOLLARS TO FUND RISE UP AND  
SHELTER IN ADDITION TO VOUCHERS  
SHOULD BE FOUND THROUGH FREE  
CATCH AND THAT WE DON'T  
NECESSARILY NEED TO BE TALKING  
ABOUT A TAX INCREASE THIS YEAR.

ALTHOUGH I AM NOT OPPOSED TO  
SMALL SLIGHT FURTHER INCREASE IN  
THE PROPERTY TAX THAN IS  
CURRENTLY PLANNED IF THAT IS  
WHAT IS NECESSARY.

I WAS NOT AWARE OF THE MEMO ON  
TAXES SO I CAN'T COMMENT ON THAT  
NOW BUT THANK YOU FOR LISTENING.  
I HOPE THAT THE COUNCILORS WILL  
ASK THE MANAGER TO INCLUDE THOSE  
ITEMS.

THANK YOU.

>> THAT COMPLETES THOSE WHO  
SIGNED UP.

BACK OVER TO YOU.

>> FOR THOSE INTERESTED MEMO  
SENT IS ON THE WEBSITE FOR THIS  
MEETING.

THE QUESTIONS THAT HAVE BEEN  
SUBMITTED BY COLLEAGUES PRIOR TO  
THIS ARE BEING COPIED FOR  
MEMBERS IN THE CHAMBER AND ON  
THE WEB.

THANK YOU, ACM SPINNER.

>> THANK YOU VERY MUCH.

THROUGH YOU, CHAIR NOLAN.

JUST WANT TO MAYBE BRIEFLY STEP  
US THROUGH A RATHER LONG LONG  
MEMO WE PROVIDED.

WE WON'T GO THROUGH EVERY WORD  
OF THE MEMO.

THE MEMO WAS PREPARED IN  
RESPONSE TO CITY COUNCIL REQUEST  
A FEW WEEKS AGO FOR US TO  
PROVIDE SOME INFORMATION ON THE  
POTENTIAL IMPACT OF FURTHER  
INCREASES TO OUR PROPERTY TAX  
LEVY BOTH ON TAXPAYERS AS WELL  
AS ON THE CITY'S FINANCIAL  
STABILITY.

AS WE GO THROUGH THIS MEMO IT  
REALLY DOES SORT OF SUMMARIZE  
INFORMATION WE HAVE BEEN SHARING  
SINCE THIS FALL.

REALLY WE ARE LOOKING AT THE  
ACTUAL POTENTIAL ESTIMATED  
INCREASE ON INDIVIDUAL TAX BILLS  
BY PROPERTY CLASS.  
THIS IS AN ESTIMATED TAX  
ANALYSIS.

IT ALSO LOOKS AT SOMETHING THAT  
WE HAVE COMMUNICATED THAT WE ARE  
SOMEWHAT CONCERNED ABOUT WHICH  
IS DUE TO THE ECONOMIC CLIMATE  
WE MAY SEE A SHIFT OF THE TAX  
BURDEN FROM THE COMMERCIAL  
SECTOR TO THE RESIDENTIAL SECTOR  
IN THE UPCOMING YEARS.

REALLY GOES INTO THE THING WE  
ARE PARTICULARLY CONCERNED ABOUT  
WHICH IS OUR EXCESS LEVY  
CAPACITY AND POTENTIAL WE MAY  
SOON USE MUCH OF THAT UP WHICH  
WOULD HAVE FURTHER IMPACTS ON  
OUR ABILITY TO FUND THINGS.  
STEP THROUGH THIS.

BEGINNING IN THE FALL WE SHARED  
OUR CONCERNS ABOUT IMPACT OF THE  
UNFAVORABLE ECONOMIC CLIMATE FOR  
CAMBRIDGE AND CITY BUDGET.  
OUR COMMERCIAL REAL ESTATE  
MARKET IS DECLINING, HIGHER  
VACANCIES, LOWER VALUATIONS,  
SLOWER DEVELOPMENT.

THE DECLINE AND IN ADDITION  
DECLINE IN NONPROPERTY TAX  
REVENUES WHICH IS INCREASING  
RELIANCE ON PROPERTY TAX LEVY TO  
FUND OUR BUDGET.

SINCE THEN NATIONAL ECONOMIC  
CONDITIONS HAVE WORSENEDED SINKING  
G.D.P.

WE HAVE A LEVER WE HAVE TO  
RESPOND TO THESE CONCERNING  
ECONOMIC CONDITIONS.

WE SET A BUDGET GROWTH CAP FOR  
FY26 LESS THAN 4% TO ENSURE OUR  
TAX LEVY WOULD INCREASE NO MORE

THAN 8%.  
WE DON'T ACTUALLY CONSIDER ONE  
AND DONE SITUATION.  
WE ALSO SET BUDGET GROWTH  
TARGETS OF LESS THAN 5% FOR  
FY27-28-29.  
TAX LEVY INCREASES LESS THAN  
10%.  
THAT IS GOING FORWARD.  
GOAL IS FINANCIAL ASSISTING  
ABILITY AND AVOID OVER BURDENING  
TAXPAYERS.

FY26 BUDGET AT \$991.2 MILLION IS  
3.7% INCREASE OVER FY25.  
OUR PROPERTY TAX LEVY AS  
SUBMITTED IN THIS BUDGET  
\$677.7 MILLION IS 7.85% OR 7.9%  
INCREASE.  
AS WE WERE PUTTING TOGETHER THE  
BUDGET THIS YEAR WE WORKED  
CLOSELY WITH DEPARTMENT HEADS.  
DEPARTMENTS WORKED HARD TO  
ABSORB COST INCREASINGS AND  
LIMIT NEW SPENDING AS THEY PUT  
FORWARD BUDGET PROPOSALS.  
BUDGET ATTEMPTS TO BALANCE  
SERVICE DELIVERY COMMUNITY  
PRIORITIES AND PHYSICAL  
DISCIPLINE.  
MOVING TO THE TAX IMPACT ON  
RESIDENTIAL PROPERTIES BASED ON  
THE SUBMITTED BUDGET.  
ESTIMATED 7.9% INCREASE IN  
RESIDENTIAL TAX BILLS.  
THE CALCULATION BASED ON FY25  
VALUES.  
WE HAVE NOT FINALIZED VALUES FOR  
FY26.  
THIS GIVES US A WAY TO LOOK AT  
ON COMPARATIVE LEVEL WHAT THE  
IMPACT MIGHT BE ON VARIOUS  
CLASSES OF RESIDENTIAL PROPERTY.  
FOR EXAMPLE ESTIMATED MEDIAN  
SINGLE TWO AND THREE FAMILY TAX

BILLS WOULD RISE BETWEEN 550 AND \$680 BASED ON THE 7.9% TAX INCREASE.

WHAT IS ALSO IMPORTANT TO CONSIDER IS THE CUMULATIVE IMPACT OVER THE PAST THREE YEARS.

IF YOU LOOK AT THE TAX INCREASES FROM 23, 24, 25 CUMULATIVELY THOSE WERE A 25% INCREASE OVER THAT TIME PERIOD.

THE MEDIAN SINGLE TWO AND THREE FAMILY TAX BILLS INCREASED BETWEEN \$1,200 AND \$800 BETWEEN THAT TIME PERIOD.

WE HAVE TO THINK ABOUT IMPACT ON COMMERCIAL PROPERTIES.

7.9% LEVY INCREASE WILL ALSO

IMPACT COMMERCIAL BUT AS WE HAVE DISCUSSED IN A NUMBER OF MEETINGS WE SEE DECLINING OFFICE AND LAND VALUES.

BECAUSE OF THAT AND ALSO FLAT OR SOMEWHAT INCREASING VALUES FOR RESTAURANT, RETAIL AND HOTELS WE ARE ACTUALLY EXPECTING WITHIN THE CLASS THE TAX BURDEN WILL SHIFT FROM OFFICE AND LABS TO THESE OTHER COMMERCIAL TYPES. PERHAPS EVEN 10 TO 15% INCREASE TO THOSE.

SMALL AND LOCAL BUSINESSES ARE ESPECIALLY VULNERABLE IN THIS SITUATION.

WE WERE ASKED TO DO ANALYSIS ON WHAT WOULD HAPPEN IF WE ADDED ADDITIONAL FUNDS TO OUR BUDGET AND RAISED THOSE FUNDS THROUGH PROPERTY TAX LEVY BECAUSE ANY ADDITIONAL SPENDING THAT WE ADD TO BUDGET NEEDS TO BE FUNDED THROUGH THE PROPERTY TAX BECAUSE WE DO NOT HAVE OTHER SOURCES OF REVENUE TO FUND THESE.

WE TALKED ABOUT FREE CASH.  
IN TERMS OF FUNDING IT IN  
OPERATING BUDGET.  
EVERY 1% INCREASE WILL RAISE  
\$6.8 MILLION.  
WE BELIEVE THAT 10 TO  
\$15 MILLION INCREASE WOULD RAISE  
MEDIAN TAX RESIDENTIAL TAX BILLS  
BETWEEN 161 AND 190 FOR SINGLE  
FAMILY HOMES.  
THIS IS THE INCREMENTAL INCREASE  
IN ADDITION TO THE 7.9%.  
WE PROVIDED A CHARTED SHOWING  
WHAT THOSE TAX BILLS WOULD BE  
WITHIN THE MEMO.  
THE OTHER IMPORTANT  
CONSIDERATION THAT WE ALSO  
PROVIDED SEVERAL SCENARIOS IN  
OUR MEMO WAS REALLY TALKING  
ABOUT THAT POTENTIAL OF THE  
SHIFT FROM THE COMMERCIAL TAX  
BASE TO THE RESIDENTIAL TAX  
BASE.  
TWO SCENARIOS WE SHARED WITH THE

COUNCIL EARLIER IN THE FALL AS  
WE TALKED ABOUT THIS CONCERN.  
THE SHIFT OCCURS IN SITUATIONS  
IN WHICH THE COMMERCIAL VALUES  
BEGIN TO DROP AT FASTER RATE  
THAN RESIDENTIAL VALUES.  
THE SCENARIO WITH COMMERCIAL  
VALUES DROPPING AND RESIDENTIAL  
VALUES ARE FLAT OR WHERE  
COMMERCIAL VALUES ARE DECLINING,  
RESIDENTIAL VALUES INCREASING.  
WE WILL REACH A POINT WHEN WE  
HAVE REACHED MAXIMUM AMOUNT TO  
SHIFT TO COMMERCIAL SIDE TO  
SHIFT BACK ONTO THE RESIDENTIAL.  
TWO SCENARIOS.  
FIRST SCENARIO WHICH WAS  
MODERATE DECLINE IN COMMERCIAL  
AND MODERATE INCREASE IN  
RESIDENTIAL VALUES.

IN THAT CASE, IN FY WE SHOW FY29  
THE POTENTIAL THAT RESIDENTIAL  
TAX LEVY INCREASE ALTHOUGH OVER  
LEVY INCREASE 7%.

RESIDENTIAL TAXPAYERS WOULD HAVE  
INCREASE OF 12% APPROXIMATELY  
AND THE COMMERCIAL LEVY WOULD  
ONLY INCREASE 4.5%.

WE ALSO MODELED A SCENARIO WITH  
MAJOR DECLINE IN COMMERCIAL  
VALUES.

AS YOU CAN SEE ON PAGE 5 OF THE  
MEMO IN FY27 WHICH IS REALLY  
JUST WE WOULD BE HERE NEXT YEAR  
TALKING ABOUT THIS, WE HAVE  
MODELED A SITUATION IN WHICH  
THERE WOULD BE 80% INCREASE IN  
OVERALL LEVY.

AND YET RESIDENTIAL TAXPAYERS  
WOULD EXPERIENCE ALMOST 15%  
INCREASE IN TAX BILLS.

COMMERCIAL LEVY WOULD INCREASE  
ONLY 3%.

IF YOU LOOK AT THAT CHART YOU  
CAN SEE IN 28 AND 29 FURTHER  
DOUBLE DIGIT INCREASES FOR THE  
RESIDENTIAL TAXPAYERS.

OVER TIME AS YOU CAN SEE BETWEEN  
25 AND 29 THE RESIDENTIAL  
INCREASE WOULD BE NEARLY 70%.

YOU CAN SEE CUMULATIVE INCREASE  
WOULD BE 43%.

AS WE LOOK AT THE YEAR BY YEAR  
INCREASES, WE DON'T DISAGREE  
THAT THOSE DO NOT SEEM  
INSURMOUNTABLE INCREASES FOR  
INDIVIDUAL TAXPAYERS.

I DO THINK IT IS IMPORTANT TO  
LOOK OVER TIME AT CUMULATIVE  
INCREASES.

IN ADDITION VERY REAL  
POSSIBILITY OF THE SHIFT AND WE  
KNOW IT IS A REAL POSSIBILITY  
BECAUSE DURING THE FALL AND INTO



THE EARLY WINTER WE WERE ALL  
READING THE STORIES ABOUT THE  
CITY OF BOSTON AND THE IMPACT ON  
THE RESIDENTIAL TAXPAYERS OF THE  
SHIFT FROM THE COMMERCIAL TO THE  
RESIDENTIAL TAXPAYERS.

THE MAYOR ATTEMPTED TO GET HOME  
RULE PETITION TO AVOID THAT  
SHIFT.

SHE WAS NOT SUCCESSFUL.

THE THIRD AREA THAT WE ALSO TOOK  
A LOOK AT AND INCLUDED  
INFORMATION IN THE MEMO IS  
REALLY ABOUT THE IMPACT ON OUR  
EXCESS LEVY CAPACITY.

WE ARE TALKING THROUGH THE  
IMPORTANCE OF IMPROVING EXCESS  
LEVY CAPACITY.

IT IS A FINANCIAL BUFFER CREATED  
BY PAST GROWTH AND SOME  
CONSERVATIVE BUDGETING.

WITHOUT IT IF WE DID NOT HAVE  
EXCESS LEVY CAPACITY TODAY, THE  
BUDGET THAT WE ARE SUBMITTING TO  
YOU WOULD NEED TO BE \$27 MILLION  
LESS.

MODERATE BUDGET GROWTH WHICH IS  
REASON WHY WE PROPOSED SOME  
TARGETS IS A WAY FOR US TO  
PROTECT THIS CAPACITY ESPECIALLY  
IN TIMES WHEN THERE IS AN  
ECONOMIC DOWNTURN AND NEW GROWTH  
WILL BE SLOWING DOWN.

WE SEE THE SLOWDOWN OF NEW  
GROWTH.

IF PEOPLE CAN LOOK AT PAGES 6

AND 7, WE HAVE SOME CHARTS  
THERE.

OUR FIRST -- WE MODELED TWO  
SCENARIOS.

IN THIS SCENARIO WE ARE MODELING  
MODERATE BUDGET GROWTH BASED ON  
THOSE TARGETS THAT WE  
ESTABLISHED IN THE FALL OF 24.

THIS CHART HERE MODERATED BUDGET GROWTH WHICH IS WITH OUR TAX LEVY NO MORE THAN 8% IN FY26 AND LESS THAN 7% IN THE YEARS FY27-29.

YOU CAN SEE EXCESS LEVEE CAPACITY DECLINES FROM \$189 MILLION FROM THE BEGINNING OF THE FISCAL YEAR AND DELINES TO \$137 MILLION IN 2029.

SECOND SCENARIO BASED ON CONTINUED HIGH BUDGET GROWTH. WITH LEVY INCREASE OF APPROXIMATELY 10.5% AND I WILL SAY AS WE SAID THAT EACH \$6.8 MILLION ADDS A PERCENT. IN THE NEIGHBORHOOD OF ADDING \$15 MILLION TO THE BUDGET THAT WOULD INCREASE LEVY INCREASE THIS YEAR TO 10.2%.

THAT IS THE REASON WE CHOSE THIS.

IF WE WERE TO HAVE LEVY INCREASE OF 10.5% IN FY26 AND 9% IN 27, 28, 29 YOU CAN SEE THERE IS A FAIRLY RAPID, MUCH MORE RAPID DECREASE IN OUR EXCESS LEVY CAPACITY GOING FROM \$189 MILLION TO \$69 MILLION IN 2029 WHICH IS ALMOST 70% DECREASE OVER THOSE FOUR YEARS.

IF WE MODELED OUT THE FOLLOWING TWO YEARS, 30 AND 31, I BELIEVE BY 31 THE SAME NEGATIVE ECONOMIC ENVIRONMENT PERSISTS.

WE NOT KNOW HOW LONG IF CURRENT ECONOMIC ENVIRONMENT WOULD PERSIST.

WE WOULD BE NEARLY AT ZERO CAPACITY BY 31.

OVER TIME THERE ARE BUSINESS CYCLES AND ECONOMIC CYCLES.

IN RECENT TIME WE HAVE SEEN SOME.

THINK ABOUT 2008 THE FISCAL  
CRISIS IMPACTED CITY OF  
CAMBRIDGE AND PANDEMIC.  
AFTER EACH OF THOSE CYCLES THE  
CITY ECONOMIC CLIMATE BECAME  
MUCH MORE FAVORABLE AGAIN.  
IN EACH OF THOSE AS I GO BACK  
AND LOOK AT SOME OF THE  
HISTORICAL DATA I SEE THE CITY'S  
RESPONSE HAS TYPICALLY BEEN TO  
BECOME MORE CONSERVATIVE IN THE  
BUDGETING IN ORDER TO CONTINUE  
TO PRESERVE THAT FINANCIAL  
FLEXIBILITY THAT WE HAVE BOTH  
THROUGH OUR EXCESS LEVY CAPACITY  
AND THOUGH WE DON'T COVER FREE  
CASH IN THE MEMO, OUR FREE CASH.  
I HAVE LOOKED AT THE DATA FROM  
THE TWO FISCAL YEARS IMMEDIATELY  
FOLLOWING THE FISCAL CRISIS THAT  
OCCURRED IN THE FALL OF 2008.  
THAT WAS FY29 FOR THE CITY OF  
CAMBRIDGE.  
BUDGETS OF FY10 AND 11 BUDGET  
GROWTH MUCH, MUCH LESS.  
COUPLE YEARS LATER AS THINGS  
TURNED AROUND, DEVELOPMENT  
COMING BACK, BUILDING PERMITS  
COMING BACK IN, NEW GROWTH  
HAPPENING, SPENDING PICKED UP  
AGAIN.  
SAME WITH PANDEMIC.  
PANDEMIC HAPPENED.  
CERTAIN REVENUE SOURCES THE CITY  
HAD IMMEDIATELY FOR HOTEL AND  
MOTEL, RESTAURANT, FOOD TAXES.  
THERE WAS A GREAT DEAL OF  
UNCERTAINTY.  
THE CITY RESPONDED IN SOME WAYS  
TO TRY TO MODERATE BUDGET  
GROWTH.  
IN THAT SITUATION THE CITY DUG  
INTO FREE CASH TO COVER LOST  
REVENUE.  
HOTEL AND MOTEL.  
WE USED FREE CASH TO COVER THE  
LOST REVENUE.

DID NOT CUT BUDGET IN THAT CASE.

OTHER THING I REMEMBER IN SCHOOL DISTRICT WE NEEDED ADDITIONAL FUNDING TO BE ABLE TO EDUCATE STUDENTS AT HOME OR IN THE BUILDING AND PUT IN REQUEST FOR \$9 MILLION.

THE CITY OF CAMBRIDGE IMMEDIATELY INCREASED SCHOOL'S APPROPRIATION BY \$9 MILLION.

I THINK WE DO UNDERSTAND THE VALUE OF OUR HAVING FREE CASH. I THINK THE CITY HAS USED FREE CASH IN MOMENTS WHEN WE NEED TO RESPOND.

THOSE ARE TYPICALLY FOR ONE-TIME EVENTS AND THEN WE MOVE TO FIGURE OUT HOW TO EITHER ABSORB IN THE BUDGET OR ONE-TIME AND DO NOT NEED TO BE REPEATED.

THAT IS REALLY, I THINK, MORE THAN ANYTHING OUR CONCERN IS REALLY ABOUT OUR RAPID CHANGES THAT WE ARE SEEING NOW AT THE FEDERAL LEVEL.

OUR CONCERN THAT OUR SCENARIOS ARE EVEN AS PESSIMISTIC AS THEY SHOULD BE.

WE SAID A NUMBER OF TIMES.

THESE TIMES ARE UNPRECEDENTED.

WE DON'T KNOW.

THIS DOESN'T SEEM TO BE NORMAL ECONOMIC DOWNTURN.

THIS IS A SITUATION WHERE THINGS ARE HAPPENING AT FEDERAL GOVERNMENT THAT ARE INDEED DAMAGING AND DETRIMENTAL TO THE ECONOMIC CLIMATE IN OUR REGION. REALLY DAMAGING TO SOME OF THOSE SECTORS THAT ARE PARTICULARLY IMPORTANT TO OUR ECONOMIC ENVIRONMENT.

RESEARCH DOLLARS, UNIVERSITIES, MEDICAL.

IN ADDITION THAT WE ALL KNOW  
THERE ARE THINGS HAPPENING  
BEYOND THE IMPACT ON OUR  
ECONOMIC.  
WE DON'T DENY THAT.  
WE HAVE PROPOSED AT THIS TIME  
\$5 MILLION FEDERAL FUNDING

STABILIZATION FUND.  
WE ARE CONCERNED ABOUT SOME OF  
THE IMPACTS THAT MAY OCCUR BASED  
ON CUTS TO FEDERAL FUNDING  
DIRECTLY TO THE CITY AS WELL AS  
TO SOME OF OUR PARTNERS.  
AT THE APRIL 16 FINANCE  
COMMITTEE MEETING WE OUTLINED A  
PROCESS FOR PRIORITIZING BOTH  
FUTURE CAPITAL AND LARGE SCALE  
PROGRAMS THAT THE CITY MAY WISH  
TO PURSUE.  
I THINK WE ALSO REALLY DID  
DISCUSS OUR GROWING CONCERNS FOR  
THE ECONOMIC AND FINANCIAL  
UNCERTAINTY THAT HAS BEEN DRIVEN  
BY THESE POTENTIAL FEDERAL  
FUNDING REDUCTIONS AS WELL AS WE  
DISCUSSED THE UNCERTAINTY IN OUR  
OVERALL ECONOMIC CLIMATE AND THE  
IMPACT IT MAY HAVE ON OUR BUDGET  
AND ON THE COMMUNITY.  
THAT IS THE BRIEF REALLY WHAT WE  
HAVE TALKED ABOUT.  
I JUST WANT BE TO REITERATE THAT  
OUR FY26 BUDGET WAS SHAPED  
THROUGH MONTHS OF STAFF  
COLLABORATION TO FOCUS ON  
DISCIPLINED GROWTH.  
WE DID MAKE A KEY MOVE IN OUR  
BUDGET PROCESS IN EXTENDING OUR  
PENSION SCHEDULE DUE TO WE FELT  
COMFORTABLE DOING THAT BECAUSE  
WE HAVE BEEN AGGRESSIVE IN  
FUNDING.  
WE THOUGHT IT WAS IMPORTANT AT  
THIS JUNCTURE TO FREE UP NEAR

TERM FUNDS SO WE DID NOT NEED TO  
-- WE DID NOT NEED TO CUT BUDGET  
FURTHER NOR -- SO THAT WE COULD  
LIMIT PROPERTY TAX LEVY  
INCREASES.

I THINK IN GENERAL WE DO STAND  
AT A FISCAL POINT THAT WE ALL  
NEED TO ACKNOWLEDGE.

WHERE FY26 BUDGET REFLECTS  
COMMITMENT TO MAINTAINING  
SERVICES SUSTAINING COMMUNITY  
PRIORITIES.

IT IS VERY IMPORTANT WE ALL

THINK ABOUT PRESERVING LONG-TERM  
FINANCIAL HEALTH.

IN GENERAL THE COUNCIL'S  
CONTINUED PARTNERSHIP IS  
CRITICAL AS WE BALANCE NEAR TERM  
NEEDS AND THINK ABOUT LONG-TERM  
STABILITY.

>> THANK YOU.

THAT IS EXTENSIVE DISCUSSION OF  
THE CITY BEING RESPONSIVE TO OUR  
QUESTIONS.

I THINK THIS WAS NOT INITIALLY  
PART OF THIS BUDGET DISCUSSION.  
YET IT WAS CRITICALLY IMPORTANT  
SINCE THE COUNCIL SPECIFICALLY  
ASKED FOR THIS.

BEFORE INDIVIDUAL DEPARTMENTS  
ARE THERE COMMENTS FROM COUNCIL  
MEMBERS BEFORE WE MOVE TO  
INDIVIDUAL DEPARTMENTS?

COUNCILOR SIDDIQUI.

>> Councilor Siddiqui: CAN YOU  
GO OVER THAT AGAIN?

[ LAUGHTER ]

I HAVE A FEW.

IT IS A LOT TO TAKE IN THIS  
EARLY FOR THE FIRST TIME.

I THINK, YEAH, COME BACK TO ME.

>> Chair Nolan: COUNCILOR  
SOBRINHO-WHEELER.

>> Councilor Wilson: THROUGH

YOU, CHAIR, I WANT TO APPRECIATE  
INFORMATION SHARED.

THERE IS A LOT TO DIGEST AND AS  
WE THINK ABOUT THE FINANCIAL  
RESPONSIBILITY THAT WE HAVE AS  
CITY, MUNICIPALITY TO DO GOOD  
WORK OF THE CITY AND MAKE SURE  
THAT ALL MEMBERS OF OUR  
COMMUNITY ARE ABLE TO THRIVE, IT  
MAKES US, YOU KNOW.

I APPRECIATE PROJECTIONS,  
APPRECIATE IMPORTANCE OF  
KNOWING.

PLEASE SHARE INFORMATION SO WE  
CAN BE INFORMED.

THAT ALLOWS ME TO BE ABLE TO  
MAKE AN INFORMED DECISION ABOUT  
HOW I ADVOCATE FOR CERTAIN  
THINGS.

I THINK WITH THAT IT STILL SAYS  
THAT WE WANT TO MAKE SURE WE ARE  
TAKING CARE OF MOST VULNERABLE.  
I JUST WANT TO THANK YOU FOR YOU  
AND YOUR TEAM PUTTING THIS  
TOGETHER.

IT IS A LOT TO DIGEST AND A LOT  
OF INFORMATION.

>> Chair Nolan: COUNCILOR AZEEM.

>> Councilor Azeem: I WANT TO  
MAKE SURE I UNDERSTAND THE  
FACTS.

THREE POINTS STOOD OUT TO ME.

THERE IS POTENTIAL SCENARIO  
WHERE WE SEE 15% TAX INCREASES  
YEAR-ON-YEAR FOR TOTAL OF 70%.  
THE OTHER ONE WAS THAT WE ARE  
ACTUALLY PERHAPS ON TRACK TO BE  
AT THE TAX LEVY LIMIT BY 2031.  
ARE THOSE GENERALLY CORRECT?

>> THROUGH YOU, CHAIR NOLAN.

I THINK THAT THE TWO SCENARIOS  
IN THE INCREASES TO RESIDENTIAL  
TAX RATES DUE TO THE SHIFT FROM  
COMMERCIAL TAX BURDEN SHIFTING

TO RESIDENTIAL.

I THINK THAT AS THOSE INCREASES  
DO BEGIN TO HIT IN THE MOST  
PESSIMISTIC SCENARIO, YOU ARE  
CORRECT.

OVER A PERIOD OF FIVE YEARS A  
70% RESIDENTIAL TAXPAYERS MAY  
HAVE FACED 70% INCREASE.

IN TERMS OF THE EXCESS LEVY  
CAPACITY, YES, I THINK OUR  
PROJECTIONS IF WE PUSHED OUR  
CONTINUED HIGH GROWTH SCENARIO  
PROJECTION OUT TO 31 YOU WOULD  
SEE US HITTING LEVY CAPACITY IN  
31.

>> Chair Nolan: COUNCILOR AZEEM.

>> Councilor Azeem: 70% TAX  
INCREASES ONE SCENARIO.

DIFFERENT SCENARIOS IN THE  
MIDDLES THAT DON'T SEEM AS BAD.  
THOSE WERE TWO STAR OUTCOMES.  
THANK YOU.

>> Chair Nolan: DID YOU WANT TO  
ADD TO THAT?

>> I DID WANT TO CLARIFY.

THOSE ARE NOT EITHER/OR  
SCENARIOS.

THOSE ARE DIFFERENT IMPACTS IN  
SIMILAR SCENARIOS.

THE SCENARIO ABOUT TAX, THE  
SHIFT OF RESIDENTIAL TAXES FROM  
THE COMMERCIAL TO THE  
RESIDENTIAL.

IN THAT SCENARIO WE ACTUALLY  
USED THE MODERATE DECLINE IN  
COMMERCIAL VALUES AND ONE  
VARIABLE THAT WE CHANGED IN THAT  
SCENARIO WAS THE BUDGET GROWTH  
MODEL.

IN USING COMMERCIAL VALUES WITH  
A MODERATE DECLINE -- SORRY.

IN THAT ONE IT WAS MODERATE.

WHEN WE TALK ABOUT THE TAX  
IMPACT, IN THOSE TWO SCENARIOS



CHANGE VARIABLE WAS THE RATE AT WHICH COMMERCIAL VALUES MIGHT THEN DECLINE IN VALUE. WE LEFT MODERATE BUDGET GROWTH TARGET. IN SCENARIO EXCESS LEVY CAPACITY, THE VARIABLE WE CHANGE IS HOW FAST OUR BUDGET GROWS. WE HAD A MODERATE BUDGET GROWTH AND HIGH BUDGET GROWTH. UNDERLYING VALUE OF SCENARIO WAS THE MODERATE DECLINE IN COMMERCIAL VALUE. THAT IS COMPLICATED. I WANTED TO SAY THAT EACH OF THOSE SCENARIOS ARE DIFFERENT TYPES OF IMPACTS THAT COULD HAPPEN. NOT EITHER/OR SCENARIOS. WE CAN HAVE SHIFT IN COMMERCIAL TO RESIDENTIAL EVEN IN MODERATE BUDGET GROWTH SITUATION. WE CAN HAVE A DECLINE IN OUR EXCESS LEVY CAPACITY EVEN IN A MODERATE DECLINE OF COMMERCIAL VALUES SCENARIO.

>> Chair Nolan: THANK YOU. WE COULD HAVE WORSE CASE WHERE THEY ALL GO DOWN THAT IS NOT MODELED?

>> OTHER ITERATIONS, CORRECT.

>> Chair Nolan: VICE MAYOR McGOVERN.

>> Vice Mayor McGovern: THANK YOU FOR THE REPORT AND BAD NEWS. THANK YOU BUT IT IS NOT EXCITING. YOU KNOW THE, I THINK AT LEAST FOR MYSELF, I DON'T WANT TO SPEAK FOR OTHER PEOPLE BUT I THINK OTHERS WOULD AGREE. FOR ME THE FRUSTRATION OR THE SADNESS OF ALL OF THIS IS THAT WHAT WE ARE CHOOSING TO NOT FUND

ARE THINGS THAT ARE REALLY GOING TO HAVE TANGIBLE DIFFERENCES TO THE MOST VULNERABLE PEOPLE IN OUR COMMUNITY.

THERE IS A LOT OF CHOICES TO MAKE IN A BIG BUDGET.

I JUST IF RAISING TAXES OR RAISING MORE MONEY DOESN'T MAKE SENSE IN THE BIGGER PICTURE, AND WE DO HAVE TO DECIDE NOT TO DO CERTAIN THINGS OR MOVE FORWARD WITH CERTAIN THINGS, I WISH THOSE WERE OTHER THINGS, YOU KNOW, THINGS THAT AGAIN WOULD MAYBE BE DIFFERENCE FOR FOLKS LIKE US AS OPPOSED TO MAKING A DIFFERENCE FOR PEOPLE WHO HAVE SO MUCH LESS THAN WE DO.

MAKE NO MISTAKE, BY NOT GOING FORWARD WITH THE WELLNESS CENTER AND WITH RISE AND IF WE COME BACK TO RISE IN 2027 IN SOME OTHER CAPACITY WHICH THE MANAGER TALKED ABOUT.

REMAINDER OF THIS YEAR WE ARE TALKING ABOUT TAKING A ROOF OVER PEOPLE'S HEADS, TAKING THAT AWAY AND TAKING AWAY MONEY TO HELP PUT MORE FOOD ON THEIR TABLE. HOW WE MAKE THOSE CHOICES, I THINK WE HAVE TO GET MORE CAREFUL ABOUT GOING FORWARD. DELAYING SOME THINGS THAT ARE NICE TO HAVE IN OUR CITY BUT AREN'T NECESSARILY LIFE AND DEATH, YOU KNOW.

MAYBE THOSE ARE THINGS TO WAIT

FOR THE NEXT COUPLE YEARS. IT'S JUST THAT IT IS SO, YOU KNOW, ELEPHANT IN THE ROOM. WELLNESS CENTER AND RISE ARE JUST I THINK A LOT OF US FEEL ARE SO VITAL TO PEOPLE THAT, YOU KNOW, THOSE AREN'T THE THINGS

THAT SHOULD BE GOING DURING THIS  
TOUGH FISCAL TIME.

I SHARED THIS THE OTHER DAY.  
OFTEN IN BUDGETS, FEDERAL  
GOVERNMENT OR STATE OR WHATEVER.  
WHEN WE DO LOOK AT THINGS TO GET  
CUT LEGISLATURES TEND TO CUT  
THOSE THAT AFFECT MOST  
VULNERABLE BECAUSE THEY DON'T  
TYPICALLY HAVE A VOICE AND DON'T  
TYPICALLY SWAY POLITICAL  
SPECTRUM.

THE FOLKS WHO STAY AT WELLNESS  
CENTER AND I THINK OUR FIGHT FOR  
RISE AND THE WELLNESS CENTER IS  
NOT A POLITICAL THING IN THE  
SENSE OF I DON'T THINK THERE IS  
A LOT OF FOLKS STAYING IN THE  
WELLNESS CENTER VOTE.  
THEY DON'T BE HAVE RESOURCES TO  
CONTRIBUTE TO CAMPAIGNS OR  
FINANCIALLY DO ANYTHING LIKE  
THAT.

I DON'T THINK IT IS ABOUT  
POLITICS.

IT IS LITERALLY ABOUT HOW DO WE  
MAKE SURE WE ARE PROTECTING AS  
BEST WE CAN THE FOLKS WHO HAVE  
THE LEAST IN OUR COMMUNITY.

I THINK WE HAVE TO LOOK AT AS WE  
MOVE FORWARD I STILL THINK WE  
SHOULD FUND THOSE THINGS OUT OF  
FREE CASH THIS YEAR TO GIVE US A  
YEAR RUNWAY TO THINK ABOUT HOW  
WE ARE GOING TO REDO RISE.  
THEY OFFERED DIFFERENT SCENARIOS  
TO FUND FOR THE REMAINDER OF THE  
YEAR SO PEOPLE DON'T FEEL THE  
GAP.

WHEN WE COME BACK IN 2027 WITH  
SOMETHING DIFFERENT NOT THE WAY  
IT IS TODAY.

SOME PEOPLE ARE GOING TO --

MAJORITY OF PEOPLE ARE GOING TO

LOSE THAT RESOURCE.  
WE ARE GOING TO CHANGE THE  
CRITERIA OR WHATEVER.  
WHILE WE HAVE THAT CONVERSATION  
TO MAKE SURE THERE IS NO LOSS  
FOR THOSE FOLKS DURING THE TIME  
WHEN THEY ARE EXPERIENCING  
LOSSES IN FOOD PANTRY CUTS FROM  
FEDERAL GOVERNMENT.  
GOD KNOWS WITH DISMANTLING WITH  
DEPARTMENT OF EDUCATION FUNDING  
FOR FREE BREAKFAST AND LUNCH.  
ARE WE GOING TO TAKE THOSE AWAY  
FROM KIDS?  
THEY ARE THE TWO MOST CONSISTENT  
NUTRITIONAL MEALS THEY GET.  
IF PEOPLE LOSE THOSE THINGS WE  
DON'T HAVE CONTROL OVER AND WE  
TAKE AWAY RESOURCES FOR THEM  
THAT WE DO HAVE MORE CONTROL  
OVER, IT S UCKS.  
MORE SO FOR THEM THAN FOR US.  
IT IS SAD.  
I STILL WOULD LIKE US TO THINK  
ABOUT WAYS.  
THIS SPEAKS TO THE QUESTION,  
MADAM CHAIR, THAT WHEN WE TALK  
ABOUT AND I'M SURE ALL  
DEPARTMENTS ARE LOOKING CLOSELY.  
NOT ABOUT THEM AND THEY WORK  
VERY HARD WITH THEIR BUDGETS.  
WE DO FUND DEPARTMENTS WITH BIG  
BUDGETS.  
WE FUND DEPARTMENTS PRETTY WELL.  
THE INCREASES WE ARE TALKING  
ABOUT ARE MAINTENANCE BUDGETS TO  
KEEP THINGS THE WAY THEY ARE AND  
COVER MOSTLY GROWTH THAT WE HAVE  
TO COVER BECAUSE OF CONTRACTS  
AND WHAT NOT.  
WE ARE ASKING DEPARTMENTS NOT TO  
EXPAND.  
WHAT IF WE ASK OUR DEPARTMENTS  
TO CUT 2%, 3%?  
THAT DOESN'T NECESSARILY HAVE TO  
MEAN CUTTING WHOLE PROGRAMS.  
I THINK THIS PROBABLY BECAUSE WE

ARE SO WELL FUNDED, YOU KNOW, I  
WONDER IF THERE IS OPPORTUNITIES

THERE TO CUT BACK ON MAYBE THE  
FAT THAT IS THERE AND RETHINK  
ABOUT HOW CERTAIN THINGS ARE  
BEING DONE, WHICH WOULD MAYBE  
ALLOW US MORE FLEXIBILITY TO  
FUND THINGS THAT WE FEEL WE NEED  
TO FUND.

WITH THAT CONVERSATION HAD IN  
THIS BUDGET IS THAT SOMETHING WE  
ARE LOOKING AT? IF IT IS, IS IT  
SOMETHING TO START RIGHT AWAY?  
I DON'T THINK IT IS APPROPRIATE  
FOR THIS BUDGET TO GO THROUGH TO  
SAY CUT THIS, THIS, THIS.  
I DON'T THINK WE HAVE KNOWLEDGE  
OF ALL OF THE INTRICACIES OF THE  
BUDGETS.

TO EVALUATE THE PROGRAMS.  
I THINK THAT IS SOMETHING WE  
NEED TO BE THINKING ABOUT IF WE  
ARE NOT ALREADY.

WHERE ARE WE WITH THOSE  
CONVERSATIONS?

IS THERE MONEY TAKING \$100,000  
OUT OF ONE BUDGET AND WHATEVER  
THE \$100,000 TO DPW IS DIFFERENT  
THAN TO ANIMAL COMMISSION.

IT WOULD HAVE TO BE PERCENTAGE.

WHERE ARE WE WITH THAT?

HOW DOES THAT FIT INTO THE  
PICTURE?

IT SHOULDN'T BE THE WAY WE ARE  
GOING TO BALANCE THIS BUDGET AND  
NOT REACH OUR LEVY IS GOING TO  
BE BY NOT FUNDING NECESSARY  
THINGS.

>> HAPPY TO HAVE THAT.

I MET THREE TIMES WITH FINANCE  
CHAIR AND ASKED THOSE QUESTIONS.

IT WAS ALWAYS HOW CAN WE SAVE.  
WE MET WITH THE CITY MANAGER  
SEPARATELY ON THIS QUESTION.

WE HAVE BEEN THINKING ABOUT  
THIS.  
I AM HAPPY TO HAVE THE STOCK  
ANSWER.  
I DON'T WANT PEOPLE TO THINK WE  
HAVEN'T HAD THOSE CHALLENGING  
CONVERSATIONS.  
HOW CAN WE RUN THINGS MORE

EFFICIENTLY WHICH WILL BE  
THROUGH THE QUESTIONS TODAY.  
WE HAVE ASKED QUESTIONS BY  
DEPARTMENT.  
ESPECIALLY LARGER ONES.  
CM HONG KNOWING WE HAD SEVERAL  
CONVERSATIONS ABOUT THIS ALREADY  
SPECIFICS AND GENERAL.  
>> THROUGH YOU, CHAIR NOLAN.  
WE HAVE HAD THIS CONVERSATION  
MANY, MANY TIMES.  
I WANT TO RECOGNIZE TIED TO  
PROVIDING SHELTER TO PEOPLE  
UNHOUSED.  
ALSO, JUST WANT TO BE CLEAR THAT  
THERE ARE TREMENDOUS RESOURCES  
THAT WE HAVE BUDGETED FOR AND  
ARE PROVIDING FOR UNHOUSED  
COMMUNITY.  
I THINK THE CHALLENGE I HAVE  
WITH SOME OF THE CONVERSATION IS  
THE SENSE THAT IF PROVIDING  
HOUSING FOR THE TWO DOZEN PEOPLE  
WHO ARE LEFT AT THE TRANSITION  
WELLNESS CENTER WHICH WE HAVE  
HAD LONG-TERM PLANS FOR  
TRANSITIONING OUT OF, THAT IS A  
FAILURE.  
THE CENTER CLOSED LAST FRIDAY.  
THAT IS PART OF SEASONAL  
SHELTER.  
PEOPLE WERE HOUSED AT WARMING  
CENTER FINDING OTHER OPTIONS.  
IT IS ABSOLUTELY HOUSING CRISIS  
WE WANT TO CONTRIBUTE TO.  
WE HAVE MADE TREMENDOUS

INVESTMENTS INCLUDING OPENING  
100 LINES OF PRIVATE HOUSING NOT  
SHELTER HOUSING WITH PARTNER  
SHIPS AND INVESTMENTS MUCH MORE  
EFFICIENT.

I BELIEVE ULTIMATELY THOSE  
SOLUTIONS MAKE MORE SENSE.  
I UNDERSTAND THE DESIRE FOR THE  
CITY TO CONTINUE SOMETHING THAT  
HAS EXISTED.

IT WAS ALSO SOMETHING THAT WAS  
DEVELOPED IN THE MIDDLE OF  
PANDEMIC WHEN IT DIDN'T MATTER  
WE WERE SPENDING ENORMOUS AMOUNT

OF MONEY BECAUSE IT WAS  
EMERGENCY.

THERE WAS TREMENDOUS FEAR THAT  
COVID WAS GOING TO KEELY AFFECT  
PEOPLE IN UNHOUSED COMMUNITY.  
MOST VULNERABLE PEOPLE WERE  
ELDERLY FOLKS IN NURSING HOMES,  
BUT WE HAD A TON OF MONEY FROM  
FEDERAL GOVERNMENT ALWAYS PLAN  
IT WAS PANDEMIC RESPONSE.  
I RECOGNIZE THAT HOMELESSNESS  
CONTINUES TO BE INCREDIBLE  
CHALLENGE IN OUR COMMUNITY,  
REGION.

TO CONTINUE TO INVEST IN THE  
BEST SOLUTIONS.

COUNCIL HAS ASKED FOR THE CITY  
TO PROVIDE RECOMMENDATIONS HOW  
TO MORE EFFICIENTLY UTILIZE  
RESOURCES.

IT CONTINUES TO BE THAT WE  
SHOULD BE INVESTING IN PERMANENT  
HOUSING.

THEIR STRATEGIES MAKE MOST  
SENSE.

WE ULTIMATELY DISAGREE.

IN TERMS OF CONTEXT OF OVERALL  
BUDGET, I WANT TO TRY TO  
RECOGNIZE THAT HOW WE COME UP  
WITH A BUDGET FOR THE CITY

OVERALL THAT HAS BOTH FUNDING  
FOR SALVATION ARMY SHELTER  
PROVIDING BEDS FOR UNHOUSED.  
PROVIDES MENTAL ASSISTANCE AND  
LEGAL SERVICES, FUNDING WARMING  
CENTER.

THESE ARE THINGS IF WE LOOKED AT  
THE CHALLENGE OF HOMELESSNESS  
WHERE THERE ARE TEN DOZEN PEOPLE  
ACROSS THE STATE.

5,000 PEOPLE IN BOSTON IN NEED  
OF HOUSING.

WE COULD INCREASE THAT BY  
\$5 MILLION, \$10 MILLION,  
\$15 MILLION.

I ALSO HAVE RESPONSIBILITIES  
ACROSS ALL OTHER ROLES AND  
IMPORTANT THINGS COUNCIL DESIRES  
FOR US TO MAKE INVESTMENTS IN WE  
HAVE.

I THINK CONSOLIDATED SPENDING  
SECTION DOES PROVIDE BEST SENSE  
OF OVER TIME HOW THE CITY  
COUNCIL AND ADMINISTRATION HAVE  
MADE INVESTMENTS.

YOU CAN SEE VALUES IN ALL OF THE  
THINGS WE HAVE PUT RESOURCES  
INTO THE OVER TIME WHAT THE  
COUNCIL WANTS TO SAY WE WANT TO  
MAKE TREMENDOUSLY MORE  
INVESTMENTS IN HOMELESSNESS.

THAT IS A CONVERSATION WE CAN  
HAVE AND OVER TIME FIND THOSE  
RESOURCES THAT IS WHAT WE ARE  
COMMITTING TO BY SAYING AT THIS  
POINT IN TIME WE ARE WILLING TO  
PUT \$5 MILLION IN THIS MOMENT  
FOR STABILIZING OUR BUDGET.

IF THINGS TURN OUT BETTER AND WE  
HAVE MORE FUNDING AVAILABLE WE  
CAN DO PLOY THAT OVER THE COURSE  
OF THE NEXT FISCAL YEAR.

UNIVERSAL PRE-K IS PRIORITY WE  
HAVE POURED THE DOLLARS INTO THE



PRE-K PROGRAM OVER THE YEARS.  
THAT WAS A PRIORITY WE ACTED ON.  
I JUST WANT TO BE CLEAR ABOUT  
BOTH THE PROCESS OF HOW WE MAKE  
THOSE LARGER SHIFTS AND NOT END  
UP IN A SITUATION WHERE IT FEELS  
IF INCREMENTALLY WE CANNOT DO  
THIS ONE THING WE ARE FAILING ON  
AN ENTIRE AREA.

I WOULD ECHO CHAIR NOLAN'S POINT  
ABOUT WE HAVE DONE A LOT OF  
WORK.

DEPARTMENT HEADS ARE PRESENTING  
TODAY.

YOU HAVE QUESTIONS FOR.  
WAYS TO MAINTAIN CURRENT  
SERVICES, I JUST WANT TO BE  
CLEAR SOMETHING LIKE 2%  
DIFFICULT ACROSS BOARD IS NOT  
REAL -- 2% CUT IS NOT SOMETHING  
A BIG CHUNK OF EXPENSES IS IN  
OUR PEOPLE.

I DON'T THINK WHAT COUNCIL IS  
ASKING FOR NOT TO BE PAYING FAIR  
AND DESERVING WAGES TO THE CITY  
STAFF WHO ARE DOING THEIR JOBS

PROVIDING A LOT OF SERVICES WE  
ARE LOOKING FOR ACROSS OUR  
COMMUNITY.

IF THERE ARE CONVERSATIONS ABOUT  
WHERE PRIORITIES ARE SHIFTING, I  
FEEL LIKE THOSE ARE  
CONVERSATIONS TO START EARLY AND  
BUILD INTO THE BUDGETS.

A LOT OF TODAY IS PROVIDING THAT  
TRANSPARENCY.

WE WELCOME QUESTIONS.

DON'T WANT IT TO FEEL LIKE THERE  
IS A TON OF WASTE IN THE BUDGET  
AFTERNOON WE COULD FIND  
\$3 MILLION, \$10 MILLION,  
\$15 MILLION.

IF WE REQUEST SMALLER THINGS WE  
CAN FIGURE OUT.

IT IS SCALE OF PROGRAMS THAT  
MAKES IT HARD.  
IN PAST BUDGETS WE HAVE BEEN  
RESPONSIVE.  
THERE ARE THINGS TO CONSIDER.  
IF THERE ARE LARGER PROGRAMS AT  
THIS POINT IN TIME WE CAN'T JUST  
FIT INTO THE BUDGET SOMEWHERE.  
>> Chair Nolan: REMEMBER WE HAVE  
22 DEPARTMENTS TO GO OVER TODAY.  
>> I WILL SAY THIS.  
I APPRECIATE ALL OF THAT.  
I THINK I DON'T WANT PEOPLE TO  
WALK AWAY FROM THIS SAYING THE  
COUNCIL AND MYSELF ARE SAYING WE  
SHOULD BE FIRING PEOPLE OR THAT  
THERE IS A TON.  
SOME OF THE STUFF THAT YOU ARE  
PUTTING OUT THERE, TOO, I'M NOT  
SURE IS ACCURATE.  
EVERYBODY AGREES THERE ARE A LOT  
OF GREAT THINGS IN THE BUDGET.  
I WILL VOTE FOR THE BUDGET  
BECAUSE I WANT BE TO VOTE THOSE  
EVEN IF I AM DISAPPOINTED THERE  
ARE NOT OTHER THINGS.  
THAT IS OUR RESPONSIBILITY.  
YOU KNOW, I DON'T THINK ANYONE  
DISAGREES.  
PERMANENT SUPPORTIVE HOUSING IS  
GOOD AND WE DO A LOT.  
I DON'T WANT YOU TO FRAME THE

CONVERSATION ANYBODY ON THE  
COUNCIL IS SAYING WE ARE NOT  
DOING GOOD STUFF.  
I DON'T THINK ANYBODY HAS EVER  
SAID THAT.  
I DON'T LIKE THAT FLOATING OUT  
THERE.  
I WILL YIELD.  
THERE IS AGREEMENT ON A LOT OF  
THINGS.  
AT LEAST WITH ME AS MUCH AS I  
PUSH FOR SERVICES FOR UNHOUSED.

I ALWAYS SAY THAT WE DO A LOT.  
I ALWAYS COMMEND THE STAFF WHO  
WORK TIRELESSLY.  
I ALWAYS DEFEND WHAT WE DO.  
I DON'T LIKE THE FRAMING BECAUSE  
PEOPLE ASK QUESTIONS WANT TO DO  
MORE WE ARE SOMEHOW, YOU KNOW,  
TALKING TRASH WHAT IS GOING ON.  
I DON'T THINK ANYBODY HAS DONE  
THAT.  
I CERTAINLY HAVE NOT DONE THAT.  
I YIELD, MADAM CHAIR, BUT IT IS  
FRUSTRATING.  
THANK YOU.  
>> Chair Nolan: COUNCILOR.  
>> THIS IS HELPFUL TO SEE WHAT  
IT LOOKS LIKE IN DIFFERENT  
SCENARIOS.  
WHAT THAT COULD LOOK LIKE IF WE  
HAD PESSIMISTIC TERRITORY IN  
TERMS OF ECONOMY.  
THAT IS THE WORD.  
I WANT TO CLARIFY THESE ARE THE  
MORE PESSIMISTIC SCENARIOS.  
TALKING ABOUT IT AS IF THIS IS  
THE FUTURE, THIS IS WHERE WE ARE  
HEADED IN A BAD DIRECTION.  
WE DON'T THAT FOR SURE.  
I AM THINKING ABOUT ORDINANCE  
COMMITTEE MEETING NEW DEVELOPER  
IN EAST CAMBRIDGE PROPOSES  
\$100 MILLION BUILDING.  
WE HAVE DISCUSSION WHAT TO DO  
WITH 10s OF MILLIONS OF  
DOLLARS COMMUNITY BENEFITS THE  
DEVELOPER IS GIVING TO CITY AT  
THIS TIME.  
WHERE THERE IS UNCERTAINTY.

POINTING OUT THIS IS ALSO THE  
DIRECTION WE COULD BE HAVING.  
WE HAVE A LOT FEWER OF THOSE  
CONVERSATIONS WITH DEVELOPER  
WITH BIG NEW PROJECT.  
WE ARE STILL HAVING THEM.

WE ARE NOT TALKING ABOUT  
DEMOLITIONS OF KENDELL SQUARE  
BUILDINGS AND OTHER THINGS THAT  
ARE SEEING.  
WE SEE NEW BUILDINGS PROPOSED.  
WE COULD SEE MORE IN THE FUTURE.  
I WANT TO CLARIFY THE SCENARIO  
MODELED WHERE WE SEE INCREASE IN  
COMMERCIAL VALUES BY FY29.  
WE DIDN'T DO THAT MODELING HERE.  
>> NO, WE DID NOT.  
I WOULD SAY THAT IN EACH OF  
THOSE SCENARIOS THERE IS A  
PESSIMISTIC SCENARIO.  
ALTHOUGH I THINK THE ONE ABOUT  
THE LEVY EXCESS LEVY AFTER IS  
REAL SCENARIO.  
THERE IS A PROPOSAL WITH COUNCIL  
TO ADD \$15 MILLION WHICH WOULD  
BE 10.5%.  
MODERATE SCENARIO WE THINK IS  
VERY REAL.  
THINGS WE ARE CURRENTLY SEEING  
NOW.  
THE THING TO REMEMBER IS THAT  
VALUES ARE ALWAYS A BIT LAGGING  
FOR US, RIGHT?  
WE BASE OUR TAX VOTE IN THE FALL  
TO FUND THIS BUDGET WILL BE  
BASED ON VALUES AS OF JANUARY 1,  
2025.  
ALREADY WE KNOW BECAUSE BY THE  
TIME WE ARE DOING SCENARIOS WE  
HAD A SENSE WHAT THOSE VALUES  
WOULD BE.  
WE DON'T HAVE THEM FINE TUNED  
PRECISE BUILDING BY BUILDING.  
WE HAVE THE OVERALL SENSE WHERE  
VALUES ARE GOING TO BE THIS  
FALL, RIGHT?  
BY THE TIME WE COME AROUND TO  
THIS FALL.  
TWO-THIRDS OF THE NEXT YEAR WILL  
HAVE BEEN OVER.

VALUES AS OF 1/1/25 WHICH WE SET  
TAXES ON IN OCTOBER.

WE KNOW WHAT HAPPENED IN THE  
HUNDRED DAYS PLUS SINCE THAT.  
WE HAVE SOMETHING WE CONSIDER  
PESSIMISTIC.

IN EACH OF THESE SCENARIOS WE  
HAVE SOMETHING THAT IS A  
REALISTIC SCENARIO SHOWING THIS  
DECLINE.

I WANT TO BE CLEAR.

WE DID NOT MODEL INCREASING  
VALUES IN THIS TIME PERIOD  
BECAUSE WE DON'T BELIEVE THAT  
WILL BE THE CASE.

>> I APPRECIATE THAT.

PART OF THIS IS HELPING PREPARE  
FOR WHAT COULD BE WORSE CASE  
SCENARIO OR BAD CASE SCENARIO.  
ON THE RECORD WHEN YOU PUT THIS  
ON THE FINANCE MEETING FOLKS  
THINK THIS IS WHAT THE ECONOMY  
WILL LOOK LIKE IN FIVE YEARS.  
WE DON'T KNOW THAT.

THERE ARE DIFFERENT DIRECTIONS.  
THERE ARE SCENARIOS WHERE WE  
NEGOTIATE NEW AGREEMENT WITH  
HARVARD WITH COUPLE MILLION MORE  
EACH YEAR.

HARVARD LOSES TAX-EXEMPT STATUS  
AND WE GET MORE MONEY EACH YEAR.  
THOSE ARE POSSIBLE SCENARIOS.

I WANT ON THE RECORD THAT IS  
WHAT WE ARE TALKING ABOUT.

THIS WASN'T MODELED.

>> TO YOU, CHAIR NOLAN.

I THINK IN THAT CASE  
REALLOCATIONS MIGHT BE NET ZERO.  
THEY WOULD STILL BE WITHIN THAT.  
WE DID NOT MODEL SCENARIO WHERE  
WE REDUCE SPENDING FURTHER THAN  
THE 4% THIS YEAR WHICH WAS A  
VERY LOW BUDGET GROWTH.

OUR MODELS OF TRYING TO BE AT 5%  
OF BUDGET GROWTH OR LESS OVER  
THE NEXT FOUR YEARS.

I WANT TO BE CLEAR IT IS HARD

FOR US TO MEET THAT.  
THAT WILL TAKE FURTHER WORK ON  
THE PART OF THE CITY.

IN THIS CURRENT YEAR AS WE  
DISCUSSED BEFORE WE HAD A  
SIGNIFICANT COST WE WERE ABLE TO  
RESET.

THAT IS THE PENSION.  
IT HELPED US GET TO 4%.  
WE DON'T HAVE THAT LITTLE RABBIT  
TO PULL OUT OF THE BAG FOR NEXT  
YEAR.

IT WILL BE A MORE DIFFICULT  
BUDGET FOR US TO HIT 5%.  
THAT IS WHERE WE SAID THAT WE  
WOULD NEED THE YEAR FOR THIS  
FEDERAL STABILIZATION FUND OF  
\$5 MILLION THAT WE WOULD THEN  
TRY TO INTEGRATE AND ABSORB INTO  
FY27 BUDGET.

THAT WILL TAKE SOME WORK.  
THAT WILL TAKE THAT REALLOCATION  
OF RESOURCES THAT MAY TAKE  
REDUCTION IN SOME THINGS TO BE  
ABLE TO ACHIEVE THAT.

I WANT TO BE REAL ABOUT THAT AS  
WELL.

>> I AM NOT SUGGESTING WASTE IN  
THE BUDGET OR SIGNIFICANT  
AMOUNTS OF FAT TO BE CUT.  
THERE ARE THINGS IN THE BUDGET  
THAT ARE CARRYOVERS FROM PAST  
YEARS NOT NECESSARILY PRIORITIES  
FOR THIS COUNCIL.

THEY MIGHT HAVE BEEN PRIORITIES  
FOR PAST COUNCILS.

WE CAN LOOK AT TO DECIDE IF WE  
WANT TO REALLOCATE.

I WANT THAT ON THE RECORD.

THANKS FOR THE ANALYSIS.

I WILL YIELD BACK.

>> Chair Nolan: THANK YOU.  
COUNCILOR ZUSY.

>> Councilor Zusy: WITH IN THIS

COUNCIL WE COULD SAVE A LOT OF  
CITY EXPENSE BY NOT HAVING FREE  
DINNERS MONDAY NIGHT, HAVING  
HALF TIME AIDS, GIVING UP  
OFFICES WHICH ARE MOSTLY EMPTY  
WHEN CITY STAFF ARE WORKING IN  
CONFERENCE ROOMS BECAUSE THEY  
DON'T HAVE OFFICES.  
WE COULD PRODUCE LESS

RESOLUTIONS WHICH CREATE WORK  
FOR CITY STAFF.  
CREATE FEWER POLICY ORDERS THAT  
OFTEN ARE DISTRACTIONS FROM WHAT  
THE CITY IS TRYING TO  
ACCOMPLISH.  
THERE IS A REAL FUNCTION FOR THE  
CITY COUNCIL.  
I VALUE OUR WORK.  
I THINK IF WE DID SOME OF THESE  
THINGS, IF WE DID FEWER POLICY  
ORDERS, IF WE DIDN'T HAVE FIVE  
TO 10 NEW IDEAS FOR THE CITY TO  
DO EVERY WEEK, THE CITY WOULDN'T  
NEED SO MUCH STAFF.  
WE MIGHT HAVE \$10 MILLION TO  
FUND TRANSITIONAL WELLNESS  
CENTER AND RISE UP CAMBRIDGE.  
I FEEL LIKE WE MIGHT  
SYMBOLICALLY THINK AS A COUNCIL  
ABOUT GIVING UP SOME OF THESE  
THINGS THAT WE HAVE THAT WE  
DON'T ACTUALLY NEED BECAUSE AS A  
NEW MEMBER OF THE COUNCIL I SEE  
A LOT OF EXCESS RIGHT HERE IN  
THIS ROOM.  
I WOULD RATHER HELP A HOMELESS  
PERSON.  
I WOULD RATHER HELP A SINGLE  
MOTHER THAN HAVE AN OFFICE THAT  
I USE 1% OF THE TIME.  
THANK YOU.  
I YIELD.  
>> Chair Nolan: THANK YOU.  
WE ARE READY TO MOVE ON.

THESE ARE CONVERSATIONS.  
COUNCILOR SIDDIQUI.  
>> Councilor Siddiqui: THANK YOU  
FOR YOUR REFLECTION.  
I AM IN MY OFFICE ALMOST EVERY  
DAY.  
IT VARIES BY COUNCILOR.  
I HAD A QUESTION ABOUT THE FUND.  
RIGHT NOW FOR THE RECORD WE  
HAVEN'T LOST ANY FUNDING YET.  
NO NONPROFIT HAS COME TO US DUE  
TO CUTS.  
I JUST WANT TO CLARIFY THAT.  
I KNOW I AM ANTICIPATING.  
SO WE ARE ON THE SAME PAGE.

>> Vice Mayor McGovern: HAVE YOU  
RECEIVED ANY FORMAL REQUESTS FOR  
FORM FUNDING.  
WE RECEIVE REQUESTS FOR FUNDING  
A LOT.  
WE DON'T KNOW OF ANY MAJOR CUTS  
AT THIS POINT THAT LED TO  
REQUESTS FROM THE CITY.  
WE HAVEN'T ADVERTISED THERE IS  
FUNDING AVAILABLE AT THIS POINT.  
I WILL LEAVE IT AT THAT.  
>> THANK YOU.  
TO CLARIFY THE CITY HASN'T LOST  
ANY GRANT FUNDING AT THE MOMENT  
FROM THE FEDERAL GOVERNMENT?  
SOME CITIES WILL READ ABOUT  
CLOSING X AMOUNT.  
OHIO SOME CITY X AMOUNT.  
I WANT TO CLARIFY.  
IT IS ON WORKS.  
I WANTED TO JUST CLARIFY THAT.  
>> YES, WE ARE MOSTLY IN WAIT  
AND SEE MODE.  
I THINK SOME OF THIS IS GOING TO  
PLAY OUT OVER THE NEXT THREE TO  
SIX MONTHS.  
WE WILL HAVE MORE VISIBILITY.  
TODAY A DISTRICT COURT JUDGE ON  
MONDAY NIGHT THAT WE HAD



SIGNIFICANT CONCERNS WITH SOME OF THE GRANT CONDITIONS THAT HUD HAS PUT FORWARD.

BOSTON AND A COUPLE OTHER COUNTIES AND CITIES BROUGHT SUIT IN WASHINGTON STATE DISTRICT COURT CHALLENGING GRANT CONDITIONS.

BASICALLY SAME ONES WE DON'T THINK WE ARE ABLE TO SIGN THESE. DISTRICT COURT JUDGE RULED THIS MORNING THAT THERE IS A PRELIMINARY INJUNCTION IN PLACE FOR 14 DAYS.

I PRESUME THAT THE GOVERNMENT WILL APPEAL THAT.

THAT WILL WORK THE WAY THROUGH DISTRICT AND FEDERAL COURT AND THEN IF APPEALED ALL THE WAY TO SUPREME COURT.

THERE IS A LOT OF UNCERTAINTY AS

WE NOTE IN TERMS EXACTLY WHAT HAPPENS.

I THINK THOSE CASES DO SEEM TO BE MOVING FAIRLY QUICKLY IN THE ORDER OF MONTHS.

WHEN THOSE DECISIONS GET FINALIZED AND THE COURTS CLARIFY HOW MUCH AUTHORITY THE EXECUTIVE GOVERNMENT HAS IN MAKING THESE SWEEPING FUNDING CHANGES TO EXISTING GRANTS IMPOSING CONDITIONS ON NEW FUNDING WE WILL HAVE A BETTER SENSE WHETHER A LOT OF FUNDING WE ARE RECEIVING AS WELL AS OUR COMMUNITY AND THE STATE WILL HAVE BETTER SENSE.

WE DON'T HAVE ANY FIRM NOTICE FROM THE FEDERAL GOVERNMENT WE HAVE LOST FUNDING.

WE ARE STILL TRACKING A LOT OF DIFFERENT ACTIONS THAT COULD AFFECT US.

>> WE WILL NEED THIS FUND AND  
PROBABLY NEED MORE MONEY.  
THERE HAS TO BE A SCENARIO AS  
LONG AS COURTS ARE SO SLOW THERE  
IS A SCENARIO WE HAVE THIS FUND.  
IT IS A POSSIBILITY IS THAT A  
POSSIBILITY?

>> I MIGHT INTERJECT.  
ONE THING WE ARE WAITING FOR.  
WE ARE FINISHING THIS YEAR OF  
GRANT AGREEMENTS FOR FY25.  
WE ARE THINKING ABOUT FY26.  
THE TIMING STARTING NOW TO JULY,  
AUGUST.

FOR THE SCHOOL DISTRICT THERE  
ALL OF THE GRANTS WERE 9/1  
THROUGH 8/31.

AT CITY WE ARE WAITING TO GET  
THOSE GRANT AGREEMENTS.  
AS THE CITY MANAGER NOTED WE  
HAVE LARGE ONE THAT SHOULD BE  
COMING IN TYPICAL YEARS WE WOULD  
HAVE RECEIVED NOW.  
WE HAVE BEEN ALLOCATED FUNDS.  
WE ARE TRYING TO SEE THE ACTUAL  
GRANT AGREEMENT WHAT IT SAYS.  
IN OTHER SITUATIONS THE LANGUAGE

IN IF GRANT AGREEMENTS IS NOT  
WHAT WE WILL SIGN.  
THAT IS ONE.  
THAT IS \$6 MILLION GRANT.  
WE HAVE APPROXIMATELY  
\$20 MILLION IN TOTAL WORTH OF  
GRANTS COMING UP WE HAVEN'T SEEN  
PAPERWORK YET.  
WE ARE CONCERNED ABOUT UPCOMING  
FISCAL YEAR GRANTS.  
THIS IS JUST UNKNOWN TO US RIGHT  
NOW.  
>> MAYBE THIS WILL BE HELPFUL IN  
TERMS HOW WE MAY TRY TO KEEP  
COUNCIL UPDATED OVER NEXT THREE  
TO SIX MONTHS.  
JUST MORE CONCRETE EXAMPLES.

THE COURTS ARE WHERE THE FIGHT IS SITTING.  
WE HAVE SEEN CASES WHERE VOICE OF AMERICA THERE IS AN EXECUTIVE ORDER ALL STAFF WERE TERMINATED. THEY WENT TO COURT.  
THERE WAS A PRELIMINARY INJUNCTION THAT WAS HELD AT DISTRICT LEVEL AND SO THE ORGANIZATION WAS MAKING PLANS TO BRING PEOPLE BACK INTO THE OFFICE TO CONTINUE THEIR WORK. WE GOT APPEALED TO FEDERAL COURT THAT PUT STAY ON PRELIMINARY INJUNCTION TO ALLOW FOR THE EXECUTIVE ORDER TO TAKE EFFECT. I HAVEN'T SEEN LATEST REPORTING IT MEANS THAT THE TERMINATIONS CAN GO FORWARD.  
IT IS SORT OF A SHIFTING SITUATION.  
THE EXECUTIVE ORDER ON THE BAN FOR TRANSGENDER SERVICE MEMBERS SERVING IN MILITARY IS EXAMPLE WHERE EXECUTIVE ORDER CAME OUT IN JANUARY.  
THERE WAS A LAWSUIT IN FEBRUARY WITH PRELIMINARY INJUNCTION.  
IT WAS APPEALED.  
IT WENT TO THE SUPREME COURT. OVER THE PAST WEEKEND SUPREME COURT ESSENTIALLY IS ALLOWING THAT TO MOVE FORWARD.

IT IS GOOD NEWS AND BAD NEWS. WE SEE DECISIONS IN BOTH DIRECTIONS.  
IT IS GETTING INTO THE WEEDS HOW THE COURTS ARE INTERPRETING SPECIFIC LEGAL AUTHORITY AND PROCESS.  
THAT MAY BE WHERE THERE IS A LOT OF UNCERTAINTY WHERE ACTIONS ARE TAKEN.  
UNCLARITY THROUGH THE COURT

SYSTEM AS DECISIONS ARE MADE.  
WE HAVE FIGURE OUT IF FUNDING IS  
ALLOWED.

HOW THEY INTERPRET THOSE COURT  
DECISIONS.

I THINK THE QUESTION OF  
COUNCILOR SIDDIQUI IN OPTIMISTIC  
SCENARIO POSSIBILITY FOR MORE  
FLEXIBILITY?

THE ANSWER IS YES.

CHALLENGE WE ARE SAYING WE NEED  
TO PLAN FOR WORSE CASE AND BE  
PREPARED.

IF THINGS ARE MUCH BETTER THAN  
WE EXPECT, YES, WE WILL HAVE  
MORE FLEXIBILITY.

>> Chair Nolan: THANK YOU.

I BELIEVE THAT IS IT.

I HAVE ONE QUICK QUESTION BASED  
ON SOME OF THIS.

WE HAVE SEEN A 1% DECLINE IN  
COMMERCIAL VALUES.

IS VACANCY RATE AT 19% FOR  
OFFICE AND LAB IN CAMBRIDGE  
WHICH IS WHAT I READ IN THE  
BOSTON BUSINESS JOURNAL A COUPLE  
MONTHS AGO.

>> I DON'T HAVE THAT FACT ON  
HAND.

>> Chair Nolan: WE MAY GET TO IT  
LATER.

HARVARD AND MIT HAVE TAKEN  
\$750 MILLION IN BONDS EXPECTING  
LOSSES WHICH WILL AFFECT THE  
CITY.

WE HOPE FOR OPTIMISTIC SCENARIO.

I DON'T THINK WE PLAN FOR WORST  
CASE, MIDDLE CASE.

WORST CASE WOULD REQUIRE MUCH

MORE DRASTIC CHANGE IN THIS  
BUDGET.

WE ARE NOW ON TO DEPARTMENTS.

I WILL READ DEPARTMENTS.

I DON'T BELIEVE THERE ARE

QUESTIONS FROM THE COUNCIL.  
THAT MEANS THAT I WOULD PROPOSE  
AND ENTERTAIN A MOTION TO PASS  
THESE DEPARTMENTS FOR THE BUDGET  
FOR THESE DEPARTMENTS WITH  
FAVORABLE RECOMMENDATION.  
THERE MAY BE QUESTIONS NOT  
SUBMITTED.

NOT THAT WE CAN'T TALK ABOUT A  
LOT OF ISSUES.

SOME OF THEM ARE ON CITY COUNCIL  
BUDGET MAY BE ADDRESSED.

NOW WHETHER THE CURRENT BUDGET  
ON TABLE IS ONE TO FORWARD TO  
THE FULL CITY COUNCIL WITH  
FAVORABLE RECOMMENDATION.

ONES I BELIEVE NO QUESTIONS ON.  
CITY CLERK, CITY COUNCIL,  
DOMESTIC GENDER BASED VIOLENCE  
PREVENTION INITIATIVE, AUDITING,  
GENERAL SERVICES, TREASURY  
REVENUE, MAYOR'S OFFICE, FEDERAL  
RESERVE.

IF THAT IS THE LIST FOR WHICH  
THERE ARE NO QUESTIONS, THEN I  
WOULD -- CAN I MAKE THE MOTION?  
COUNCILOR ZUSY MAKES MOTION TO  
FORWARD TO FULL CITY COUNCIL  
WITH FAVORABLE RECOMMENDATION.  
ANY DISCUSSION?

ROLL CALL.

>> COUNCILOR AZEEM.

>> YES.

>> VICE MAYOR McGOVERN.

>> YES.

>> NOLAN.

>> YES.

>> SIDDIQUI.

>> YES.

>> WHEELER.

>> YES.

>> TONER ABSENT.

COUNCILOR SOBRINHO-WHEELER.

>> YES.

>> COUNCILOR ZUSY.

>> YES.  
>> MAYOR SIMMONS.  
ABSENT.  
SEVEN IN AFFIRMATIVE.  
TWO ABSENT.  
>> Chair Nolan: FIRST ONES ARE  
FORWARDED TO CITY COUNCIL.  
WHAT WE WILL BE DOING FOR FOLK  
WHO HAVE LIST OF DEPARTMENTS TO  
REMIND US WE WILL GO DOWN IN  
ORDER.  
DOWN THE LIST.  
THREE COLUMNS.  
DOWN FIRST COLUMN, SECOND,  
THIRD.  
THIS IS ROUGHLY IN ORDER IN  
WHICH THEY APPEAR IN BUDGET  
BOOK.  
ON FOR QUESTIONS ALREADY  
SUBMITTED WHICH EVERYONE HAS  
COPY OF.  
I CAN EITHER GO THROUGH AND  
PULLOUT OR ANY COUNCILOR WHO  
SUBMITTED THEM FEEL FREE TO ASK  
THEM.  
OF COURSE, ADDITIONAL QUESTIONS  
CAN BE ASKED AS WELL.  
FIRST DEPARTMENT THAT WE WILL  
DISCUSS IS ARTS COUNCIL.  
THAT MAY BE FOUND ON BUDGET BOOK  
SECTION 5V.  
PAGE V PAGE 2 UNDER THAT  
SECTION.  
THE ARTS COUNCIL, MR. WEEKS IS  
HERE TO ANSWER ANY QUESTIONS.  
I AM LOOKING THROUGH QUESTIONS.  
THERE WERE A COUPLE QUESTIONS ON  
THE SHEETS.  
APOLOGIZE THEY WERE NOT ALL PUT  
IN ORDER.  
THERE IS WHAT I COULD DO IS READ  
THEM AND ANY COUNCILOR CAN LABOR  
RATE.  
I WILL READ ALL AT ONCE.  
QUESTIONS FOR ARTS COUNCIL.  
HOW IS THE EFFECTIVENESS OF

BUDGET MEASURED.  
CITY SPENDS MORE HELPING ARTISTS  
PERFORM OR SELL.  
150,000 PEOPLE ATTENDING EVENTS

COORDINATION WITH TOURISM OFFICE  
AND MEASURE OF ECONOMIC IMPACT  
ON CITY FOR THAT SPENDING?  
COULD CAMBRIDGE ARTS INVEST IN  
RETORRATON OF MBTA GIFT OF THE  
WIND.

SHARE THE WORK DONE WITH PUBLIC  
HEALTH DEPARTMENT SINCE ARTS  
FOSTER BETTER PUBLIC HEALTH.  
TONIGHT FOR COLLABORATION?  
I BELIEVE THESE WERE SENT TO  
ARTS COUNCIL SO THEY ARE  
PREPARED.

WE WILL START WITH THOSE AND  
OTHER QUESTIONS WE WILL ANSWER.

>> THANK YOU, CHAIR NOLAN.

GOOD MORNING.

JASON WEEKS, DIRECTOR ARTS  
COUNCIL.

THE FIRST QUESTION THAT WAS  
RAISED ABOUT IMPACT, FINANCIAL  
IMPACT AND ECONOMIC IMPACT.  
ONE THING TO SHARE WITH THE  
GROUP.

IN 2018 AND BEFORE PANDEMIC  
PERIOD, WE HAD DONE DEEP  
ECONOMIC IMPACT STUDY FOR  
NONPROFIT SECTOR LOOKING AT ARTS  
AND CULTURE IN PARTICULAR.

IN THAT STUDY WE LEARNED MANY,  
MANY INTERESTING THINGS.

THAT WAS IN PARTNERSHIP WITH  
AMERICANS TO THE ARTS IN  
WASHINGTON, D.C.

OUR PARTNERS WITH THE COMMUNITY  
DEVELOPMENT DEPARTMENTS SPECIFIC  
ECONOMIC OPPORTUNITY.

THAT REPORT RETURNED GOOD NEWS  
AT THE TIME ARTS AND CULTURE IN  
CAMBRIDGE GENERATED \$175 MILLION

ANNUALLY.

WHAT WE KNOW FROM THAT EVERY  
SINGLE DOLLAR INVESTED IN ARTS  
RETURNS \$7 NEW INCOME.  
\$120 MILLION WAS SPENT DIRECT  
LY BY ARTS AND CULTURE  
PROGRAMMING, EMPLOYMENT, RUNNING  
ORGANIZATIONS AND SERVICES AND  
GOODS THEY BRING INTO THE CITY  
TO CARRY THAT WORK OUT.

\$55 MILLION, BALANCE OF THE  
\$175 MILLION WAS NEW MONEY SPENT  
BY AUDIENCES COMING TO ENGAGE  
WITH THOSE SERVICES.  
CUP OF COFFEE, BUYING GOODS AND  
SERVICES.

POSITIVE REPORT.

FOR FAIRLY SMALL INVESTMENT ON  
BEHALF OF THE CITY, WE HAVE SEEN  
ENORMOUS RETURN ON INVESTMENT.  
SIMILAR ARTS AND ECONOMIC  
PROSPERITY REPORT IN 2020. OF  
COURSE, PANDEMIC PERIOD  
DISRUPTED THAT.

WHAT WE LOOK TOWARDS IS WORKING  
WITH AMERICANS FOR ARTS AND  
ECONOMIC OPPORTUNITY AND ALL  
PARTNERS IN THE COMMUNITY NOW  
THAT WE ARE PAST PANDEMIC  
ESPECIALLY IN LIGHT OF THE  
CRITICAL NEWS COMING OUT OF  
FEDERAL GOVERNMENT SO FAR AS THE  
OUTLOOKS FOR FUNDING FOR MANY OF  
OUR CORE ARTS AND CULTURE ANCHOR  
ORGANIZATIONS FEDERALLY.

LIKE THE CONVERSATION PRIOR TO  
ME BEING AT THE TABLE WE LOOK  
CLOSELY AT THAT NOW.

WE DON'T YET KNOW THAT IMPACT.  
WE KNOW IT IS NOT GOOD OR  
PRETTY.

WE ARE TRYING TO WRAP OUR HEADS  
AROUND WHAT THAT LOOKS LIKE TO  
FIGURE OUT STRATEGIES TO PUT



INTO PLACE.  
GOOD NEWS BETWEEN DECEMBER 2024  
AND MARCH THIS YEAR WE INVESTED  
AS CITY ALMOST A MILLION IN ARTS  
AND CULTURE NONPROFIT SECTOR.  
THAT WAS REMAINING ARPA HALF A  
MILLION DOLLARS.  
23 ORGANIZATIONS THAT SERVE ALL  
OF OUR RESIDENTS AND MANY PEOPLE  
COMING INTO THE CITY.  
CAMBRIDGE ARTS GRANT PROGRAM  
INVESTED 300,000 ADDITIONAL  
BETWEEN JANUARY MARCH.  
THEY CAN HOLD STAFF AND CONTINUE  
TO DRIVE ECONOMIC OUTPUT.  
WORKING WITH OUR STATEWIDE ARTS

ADVOCACY ORGANIZATION MASS  
CREATIVE, WORKING WITH AMERICANS  
FOR ARTS, CIVIL LIBERTIES UNION  
TO FIND IMPACT.  
SURVEY GOING AROUND NOW FROM  
FEDERAL GOVERNMENT.  
ALSO BEING SUPPORTED BY STATE  
ARTS AGENCY TO FIGURE OUT IMPACT  
IN IMMEDIATE SENSE.  
WE WILL BE READY TO RESPOND.  
ARTS MEANS ECONOMIC ACTIVITY.  
INVESTING IN THAT AND CONTINUING  
TO SUPPORT THAT IS VERY  
IMPORTANT TO THE CITY.  
>> THANK YOU.  
FROM HAVE BEEN QUESTIONS FROM  
THE PUBLIC HEALTH DEPARTMENT ON  
THE INTERSECTION.  
DID YOU ANSWER THAT?  
>> NOT YET.  
WE WORK CLOSELY WITH PUBLIC  
HEALTH DEPARTMENT.  
IN THE COMMONWEALTH WE ARE FIRST  
STATE IN THE NATION THAT STOOD  
UP PROGRAM AT STATE LEVEL  
CULTURE RX.  
IDEA BEING ARTS MEANS PUBLIC  
HEALTH, PHYSICAL HEALTH,

MENTALLY EMOTIONAL HEALTH.  
THAT WHEN PEOPLE PARTICIPATE IN  
ARTS THEY ARE MOVING,  
EXERCISING, CONNECTING WITH  
OTHER HUMAN BEINGS.  
THAT SOCIAL CONNECTION.  
RELEASES TENSION DOOR FINS AND MAKES  
US FEEL MORE WELL CONNECTION.  
WE HAVE A PROGRAM THAT WILL  
ALLOW THE HEALTHCARE INDUSTRY TO  
ISSUE PRESCRIPTIONS FOR ARTS  
PARTICIPATION.  
YOU CAN IMMEDIATELY UNDERSTAND  
THE POSITIVE IMPACT THAT HAS ON  
INDIVIDUAL HUMAN BEINGS AND  
STRENGTH IN COMMUNITY.  
WORKING CLOSELY WITH PUBLIC  
HEALTH AND COLLEAGUES AT  
COMMUNITY DEVELOPMENT TO THINK  
THROUGH THAT AND LOOK AT  
EXAMPLES.  
BLOCK PARTY PROGRAM IS HAPPIEST

AND MOST SUCCESSFUL SMALL  
INVESTMENT PROGRAMS THE CITY HAS  
DONE.  
WE SEE PEOPLE THROUGHOUT THE  
CITY CONNECTING WITH ONE  
ANOTHER, SHARING MEALS,  
CELEBRATING AND EMPLOYING  
ARTISTS.  
HEALTHIER COMMUNITY.  
WHEN WE SEE HEALTHIER COMMUNITY  
LESS PEOPLE USING MEDICAL  
SERVICES.  
MEDICAL AND HEALTHCARE INDUSTRY  
IS NUMBER ONE COST.  
WHEN WE CAN REDUCE THAT THROUGH  
RELATIVELY SMALL INVESTMENT  
ALONG THESE LINES IT CAN PRODUCE  
PROFOUND RESULTS.  
GOVERNOR IN 2024 STOOD UP  
CULTURE ECONOMY ADVISORY  
COUNCIL.  
30 REPRESENTATIVES FROM

HEALTHCARE, ARTS AND CULTURE  
ACROSS STATE DEPARTMENTS,  
UNIVERSITY COMMUNITIES AND  
BUSINESS COMMUNITY TO LOOK AT  
THE IMPACT OF OUR CULTURE  
ECONOMY.  
NOT JUST FINANCIALLY.  
I TALKED ABOUT THAT.  
HEALTHCARE INDICATORS, SOCIAL  
COHESION.  
THE THINGS THAT INDICATE VIBRANT  
COMMUNITIES AND SUCCESS IN  
HEALTH.  
THAT GROUP HAS JUST RELEASED,  
SHARED WITH GOVERNOR RELEASED  
FIRST REPORT.  
WE LOOK CLOSELY AT THAT AS WELL.  
THE RECOMMENDATIONS IN THE  
REPORT INCLUDE THINGS LIKE  
TAKING ARTS AND CULTURE AND  
THINKING ABOUT IT CRITICALLY  
ACROSS ALL SECTORS.  
WE HAVE NOT ONLY DONE THAT IN  
CAMBRIDGE INTEGRATED PUBLIC  
AROUND, BLOCK PARTIES, ECONOMIC  
OPPORTUNITY AND ARTS AND  
CULTURE.  
CONTINUING THAT INTEGRATION.

WE ARE LAUNCHING TOGETHER WITH  
CLAUDIA AND CDD AND COMMUNITY  
DEVELOPMENT DEPARTMENT A FORMAL  
ARTIST RESIDENCY PROGRAM.  
FIRST ARTIST RESIDENCY WILL BE  
WITH PUBLIC HEALTH TO IMPACT THE  
CONNECTION BETWEEN ARTS AND  
CULTURE AND PUBLIC HEALTH IN  
TANGIBLE WAYS.  
WE WILL GO LIVE WITH THAT  
INFORMATION.  
YOU GET IT HERE THIS MORNING  
FIRST.  
>> Chair Nolan: OTHER QUESTIONS.  
I CAN REFER THE PEOPLE IF YOU  
SUBMITTED PEOPLE OR I ASK HOW

THE COUNCIL WANTS TO DO IT.  
>> Councilor Zusy:  
WE GIVE MBTA \$12 MILLION A YEAR.  
IT MIGHT COST \$200,000 TO  
RESTORE MOST IMPORTANT PIECE OF  
PUBLIC ART IN THE CITY.  
NOT EVERYONE MAY FEEL THAT WAY.  
IF YOU GOOGLE IT IS MOST  
IMPORTANT PUBLIC ART SCULPTURE  
IN THE CITY.  
IS THERE SOME WAY THAT CAMBRIDGE  
ARTS COULD FUND THAT OR BUDGET  
CHAIR JENNINGS.  
I WONDERED IS THERE A WAY FOR  
CPA FUNDS?  
I KNOW IT IS NOT CITY SCULPTURE.  
IT IS THE GATEWAY TO PORTER  
SQUARE.  
VERY IMPORTANT LANDMARK.  
SOME WAY THAT CPA FUNDS COULD BE  
USED TO HELP FUND THE  
RESTORATION?  
I THINK IT IS VERY, VERY  
IMPORTANT.  
THANK YOU.  
>> THANK YOU, THROUGH YOU, MADAM  
CHAIR.  
IT WOULD BE TOUGH TO FUND  
THROUGH CPA BECAUSE IT WOULD  
HAVE TO BE CONSIDERED OPEN SPACE  
OR HISTORIC PRESERVATION OR  
AFFORDABLE HOUSING.  
MIGHT BE TRICKY TO PUT IN ONE OF  
THOSE CATEGORIES.

NOT CITY-OWNED PROPERTY.  
CPAs GENERALLY FOR PROPERTIES  
WE HAVE CONTROL OVER OR  
AGREEMENT TO IMPROVE.  
>> I UNDERSTAND THAT I JUST  
DIDN'T KNOW IF THERE MIGHT BE A  
WAY TO BE A LITTLE FLEXIBLE.  
MAGAZINE BEACH IS STATE  
PROPERTY.  
CPA COMMITTEE WAS A LITTLE

FLEXIBLE.  
IN THIS CASE THIS IS MBTA  
SCULPTURE THE GATEWAY, LANDMARK  
AT PORTER SQUARE.  
MAYBE WE COULD BEND.  
I DIDN'T KNOW WHETHER THE CITY  
COULD BUDGET.  
I THINK IF WE HAD GOFUNDME WE  
COULD RAISE 50 TO \$100,000 FOR  
RESTORATION TO PAY HALF OR  
QUARTER OF THE COST.  
>> Chair Nolan: THAT IS NOT ON  
AGENDA TODAY.  
YOU HAVE TO STICK WITH CITY  
BUDGET.  
>> THROUGH YOU, MADAM CHAIR.  
REMINDER TO COUNCIL.  
LATE LAST YEAR WE RETURNED  
RESPONSE TO POLICY ORDER ISSUED  
TO THINK THROUGH WHAT WAS  
POSSIBLE WITH RESTORATION OF  
THIS ARTWORK.  
BEFORE I ADD THAT REMINDER I  
SHOULD BACK UP TO APPRECIATE  
WHAT COUNCILOR OFFERED.  
EVERY PUBLIC ARTWORK IN  
CAMBRIDGE ARE MOST IMPORTANT.  
PEOPLE HAVE DEEP SENSE OF  
OWNERSHIP AND CARE FOR ARTWORKS  
AND COLLECTION WHICH IS VAST AS  
WE ALL KNOW.  
BEFORE WE COULD FIGURE OUT  
FUNDING PIECE WE WANTED TO  
FIGURE OUT WHAT DOES THE NUMBER  
LOOK LIKE?  
WE DON'T HAVE EXACT NUMBER.  
FLOOR OF \$200,000.  
MECHANICAL ENGINEERING, REMOVAL  
OF ARTWORK AND SCULPTURE TAKING  
TO SITE, REPAIRING, BRINGING

BACK, REASSEMBLING.  
IT ALL COSTS MONEY AND PUBLIC  
SAFETY AND OTHER PROFESSIONAL  
COMPONENTS TO MAKE SURE THAT

WOULD BE SUCCESSFUL.  
FIRST STEP WE WORKED WITH THE  
LAW DEPARTMENT TO FIGURE OUT  
WHAT CAN THE CITY DO?  
MBTA WILL ALWAYS ACCEPT MONEY.  
THEY DON'T HAVE ENOUGH OF IT.  
IF WE SHOWED UP WITH CHECK THEY  
WOULD BE THRILLED TO DO THAT.  
WE HAVE TO FIGURE OUT  
LIMITATIONS WHAT TO DO LEGALLY.  
IT IS OWNED BY MBTA AND ON THEIR  
PROPERTY.  
THERE IS A MEMO ON THAT.  
>> Chair Nolan:  
VICE MAYOR McGOVERN.  
>> Vice Mayor McGovern: THANK  
YOU FOR THE WORK THAT YOU DO  
WITH THE BUSINESS ASSOCIATIONS.  
I LOVE THE MURALS IN CENTRAL  
SQUARE.  
IT ADDS PUBLIC ART FOR EVERYONE  
TO ENJOY.  
I DON'T REMEMBER THE EXACT  
DETAILS WHAT I AM ABOUT TO ASK  
YOU ABOUT.  
WHEN VICE MAYOR MALLON WAS HERE  
AND CHAIRED THE ARTS TASK FORCE.  
ONE OF THE THINGS OUT OF THAT  
WAS MONEY TO BE 1% OF MONEY  
COMING FROM PERMITS OR  
SOMETHING.  
WHERE IT CAME FROM EXACTLY.  
IS THAT REFLECTED OR ARE WE  
GETTING THAT MONEY?  
IS THAT REFLECTED IN YOUR  
BUDGET?  
>> THANK YOU FOR THE QUESTION,  
VICE MAYOR.  
YES, THAT IS.  
WE WORK CLOSELY WITH THE CITY  
MANAGER DEPARTMENT, CAPITAL  
DEPARTMENT AND ALL OF OUR  
COLLEAGUES ON THE CAPITAL SIDE  
WHEN WE THINK ABOUT AND PLAN FOR  
PUBLIC ART.  
THAT IS RIGHT NOW DEDICATED

FUNDING MECHANISM FOR CREATING  
PUBLIC ART IN THE CITY.  
WHEN WE THINK ABOUT CAPITAL  
PROGRAM, DEVELOPMENT  
REDEVELOPMENT OF SOMETHING LIKE  
TURBINE PROJECT.  
WE SEE SIGNIFICANT FUNDING GOING  
INTO THAT PROJECT INDOORS AND  
OUTDOORS TO ENGAGE COMMUNITY  
AROUND DEVELOPMENT OF PUBLIC ART  
PROJECT.  
IT WORKS HAND AND GLOVE WITH  
CITY'S PROGRAM.  
CAMBRIDGE ADOPTED THAT LATE  
1970s.  
IT CONTINUED.  
TO THE CONVERSATION TODAY.  
WE KNOW THINGS ARE VULNERABLE  
WHEN TIMES ARE DIFFICULT.  
UNLESS WE BUILD IN SOME METHOD  
THAT MAKES ECONOMIC SENSE WE CAN  
RELY ON AND PREDICT IN GOOD  
TIMES AND MORE CHALLENGING  
TIMES.  
THAT IS HAPPENING.  
I AM HAPPY TO REPORT ALL OF THE  
POINTS RAISED AND BROUGHT TO  
THAT PARTICULAR STUDY AND REPORT  
OF TWO-YEAR PERIODS WITH VICE  
MAYOR IMPLEMENTED IN SOME  
FASHION.  
ARTIST RESIDENCY PROGRAM.  
WE DID DEMONSTRATION PROJECT 18  
MONTH PERIOD TWO YEARS AGO.  
NOW IMPLEMENTING THAT AS  
PERMANENT PROJECT.  
ALL OF THOSE ARE ADDRESSED IN  
PLACE.  
I HAVEN'T TALKED ABOUT BUT IN  
THE BUDGET BOOK.  
TOGETHER WITH THE CAMBRIDGE ARTS  
COUNCIL AND CDB IS THAT WE ARE  
DOING SIGNIFICANT INVESTMENT IN  
PROFESSIONAL DEVELOPMENT FOR  
ORGANIZATIONAL BUSINESS.

WE HAVE REGULAR WORKSHOPS AND  
OPPORTUNITIES TO DO THAT TYPE OF  
WORK, TOO.  
SO OUR ARTISTS AND ARTS AND  
CULTURE ORGANIZATIONS ARE

RESILIENT ALL OF THE TIME AND  
BETTER ABLE TO WITHSTAND  
DIFFICULT TIMES AND TIMES WE ARE  
FACING RIGHT NOW.

>> 1% ARTS FUNDING IS REFLECTED  
IN CAPITAL PROJECTS WHICH THE  
FUNDING IS COMING FROM.  
IN TOTAL COST 1% FOR ARTS.  
TOTAL COST OF DIFFERENT CAPITAL.  
WON'T SEE IN THE BOOK UNDER ARTS  
COUNCIL.

SIGNIFICANT ADDITIONAL FUNDING  
COMING IN FOR THAT.

>> THANK YOU.

>> Chair Nolan: ARE WE READY TO  
MOVE ARTS COUNCIL BUDGET.

[ INAUDIBLE ]

TO THE FULL COUNCIL WITH  
FAVORABLE RECOMMENDATION?

>> SO MOVED.

>> COUNCILOR SIDDIQUI MOVES.  
DISCUSSION?

ROLL CALL.

>> AZEEM.

>> YES.

>> McGOVERN.

>> YES.

>> NOLAN.

>> YES.

>> SIDDIQUI.

>> YES.

>> WHILELER.

>> YES.

>> TONER.

>> YES.

>> WILSON.

>> YES.

>> AS ZUSY.

>> YES.



>> SIMMONS ABSENT.  
8 AFFIRMATIVE.  
ONE ABSENT.  
>> Chair Nolan: I KNOW THAT AS  
DIRECTOR FORD COMES UP THIS IS A  
DEPARTMENT WE HAD SENT A COUPLE  
QUESTIONS IN ADVANCE.  
THEY WERE ANSWERED.  
I AM NOT SURE WE NEED TO AT  
LEAST THE ONES I HAD SENT.  
THE ONE THING THAT WOULD BE GOOD

TO HAVE QUICK SUMMARY.  
I HEARD BACK FROM DIRECTOR FORD  
QUESTION RAISED IN THE COMMUNITY  
OF ARE THERE WAYS OFFICE TO MAKE  
USE OF TECHNOLOGY TO SAVE STAFF  
TIME TO BE MORE EFFICIENT AND  
SAVE MONEY.  
ALLOW FOR EXAMPLE REGISTERED  
VOTERS TO OPT OUT OF MAILING.  
DECREASE IN EXPECTED VOTE BY  
MAIL BECAUSE OF TWO ELECTIONS  
NEXT YEAR NOT JUST ONE.  
FEWER VOTERS NOT TWO ELECTIONS.  
FEDERAL PRIMARY.  
THAT ANSWERED THAT QUESTION.  
COUNCILOR ZUSY HAD QUESTIONS.  
ELECTION COMMISSIONER IS HERE TO  
ANSWER QUESTIONS.  
HOW COULD WE SAVE STAFF TIME AND  
MONEY.  
I WOULD LOVE IT OUR HOUSEHOLD  
GETS SEVERAL MAILINGS.  
I WOULD LIKE TO OPT OUT AND SAY  
WE DON'T WANT THE PAPER.  
THERE WAS AN ANSWER PROVIDED.  
DIRECTOR FORD.  
>> MAJORITY OF MAILINGS ARE  
STATE LAW REQUIRED.  
ALSO, SOME OF THEM ARE COUNCIL.  
SOME OF THE MAILINGS, POSTCARDS,  
VOTE BY MAIL APPLICATIONS THAT  
GO OUT REQUIRED BY LAW.  
POST CARDS FROM MUNICIPAL

ELECTIONS.  
VOTE BY MAIL POSTCARDS NOT  
REQUIRED.  
THEY ARE EXPECTED BY VOTERS NOW.  
POLLING PLACE NOTIFICATION CARDS  
WITH WARD AND PRECINCT MAPS AND  
ELECTION DATES.  
THAT WAS A CITY COUNCIL ORDER A  
FEW YEARS BACK.  
THE COUNCIL DECIDED WE SHOULD  
SEND OUT CARDS FOR ALL ELECTIONS  
I THINK BECAUSE A FEW VOTERS  
MENTIONED THEY DIDN'T KNOW THERE  
WAS A SPECIAL ELECTION.  
THEN BE LIST TO OPT OUTS WOULD  
NOT SAVE MUCH MONEY.  
THE COST TO USE TO EXCLUDE

VOTERS WITH CANCEL ANY POSTAGE  
OR PRINTING SAVINGS.  
WE WOULD SEND VOTING LIST --  
WAIT.  
NOTHING THAT STATES SYSTEM THE  
VOTER REGISTRATION SYSTEM TO  
ALLOW US TO TRACT VOTERS IF THEY  
OPTED OUT.  
THAT WOULDN'T HELP US.  
THERE ISN'T ANY WAY TO  
ACCOMPLISH THAT.  
THE VOTER GUIDE.  
WE SAVE MONEY BY SENDING TO  
EVERY DOOR.  
WE DON'T SEND BE TO JUST EVERY  
VOTER.  
WE SAVE MONEY THERE.  
THE GUIDE FOR THE MUNICIPAL  
ELECTION INCLUDES INFORMATION ON  
PR AND HOW TO MARK A BALLOT.  
IT IS REALLY IMPORTANT THAT WE  
SEND THIS INFORMATION TO THE  
VOTERS AND TO THE PUBLIC.  
NOT JUST SENT TO THE VOTERS.  
THERE WERE PEOPLE OUT THERE NOT  
REGISTERED TO VOTE AND THIS  
INFORMATION PROVIDES HOW TO DO

THAT.  
>> Chair Nolan: THANK YOU THAT  
WAS RESPONSIVE.  
I KNOW COUNCILOR ZUSY SUBMITTED  
QUESTIONS.  
COMMISSIONER DID YOU WANT TO ADD  
TO THAT?  
>> THERE WAS A QUESTION ABOUT  
ELECTION COMMISSIONERS AND WHY  
ARE THEY PAID OR WHAT ARE THEY  
PAID?  
I AM HAPPY TO ANSWER THAT.  
>> Chair Nolan: YOU ARE  
COMMISSIONERS AND NOT COMMITTEE  
MEMBERS.  
OTHERS NOT PAID.  
>> TO ADDRESS THAT I WILL TELL  
YOU WHAT WE DO.  
UP TO YOU TO DECIDE IF IT IS  
WORTH IT.  
LAST YEAR I WAS APPOINTED  
ELECTION COMMISSIONER MIDYEAR.  
I DIDN'T TAKE PART IN ALL OF THE

WORK OF ELECTIONS LAST YEAR.  
I WANT TO START BY SAYING I  
COULD NOT HAVE DONE WHAT I DID  
WITHOUT THE HELP OF ELECTION  
OFFICE STAFF.  
THEY ARE AMAZING.  
THEY HELPED ME ENORMOUSLY.  
I HOPE I HELPED THEM, TOO.  
WE ARE ALL IN IT TOGETHER TO DO  
THIS JOB.  
WHAT DID I DO?  
WELL, I RECRUITED AND HIRED 50  
POLL WORKERS, MORE THAN 50 POLL  
WORKERS, TRAINED THEM.  
I MADE SURE THEY SHOWED UP ON  
ELECTION DAY.  
WHEN THEY NEEDED STUFF ON  
ELECTION DAY, I MADE SURE THEY  
GOT THAT STUFF.  
A LOT OF LITTLE THINGS AND  
EQUIPMENT AND STUFF THEY NEED.

THAT IS A LARGE PART OF OUR JOB.  
EACH OF US HAVE ABOUT 50 PLUS  
ELECTION WORKERS TO TAKE CARE OF  
AND SUPERVISE.

I COLLECTED AND PROTECTED  
BALLOTS OF PEOPLE WHO WERE EARLY  
VOTING OR SENDING IN THEIR  
BALLOTS.

THERE NEEDS TO BE A CHAIN OF  
CUSTODY.

THE ELECTION COMMISSIONERS ARE  
THE LINK IN THAT CHAIN.

WE MAKE SURE THOSE BALLOTS GET  
TO THE PLACE WHERE THEY ARE  
COUNTED.

I SPOKE TO CIVIC GROUPS MANY  
TIMES.

I LOVE TALKING ABOUT PR.

I SPOKE TO CIVIC GROUPS.

SPEAKING TO A GROUP IN  
WASHINGTON STATE ABOUT PR  
ELECTIONS.

THANK YOU FOR PAYING FOR THAT  
SMALL THING.

I HELP REGISTERED VOTERS BY  
GOING AND ENCOURAGING THEM TO  
REGISTER.

HELPED REGISTER TEENAGERS AT THE  
HIGH SCHOOL AND CHARTER SCHOOL.

HELP EDUCATE VOTERS.

WE MEET ABOUT TWICE A MONTH.

MORE OFTEN WHEN ELECTIONS COME  
AROUND WE HAVE TO SOMETIMES MEET  
THE ELECTION COMMISSIONERS.

WHEN I FIGURED IT ALL OUT WHAT  
THE CITY IS PAYING ME LAST YEAR  
IT CAME TO \$28 AN HOUR.

ARE WE WORTH IT?

UP TO YOU TO DECIDE.

THAT IS WHAT WE DO AND DO MORE.

WE CAN'T DO IT WITHOUT HELP OF  
THE PERMANENT STAFF IN THE  
ELECTION DEPARTMENT.

>> Chair Nolan: VERY HELPFUL.

THANK YOU SO MUCH.  
>> JUST TO CLARIFY A LITTLE BIT.  
THE ELECTION COMMISSION MEMBERS  
ARE PAID BASED ON A SPECIAL ACT.  
FROM 1921.  
THEY SHALL EACH ANNUAL SALARY  
\$2,000 OR SUCH SALARY MAYOR AND  
CITY COUNCIL MAY BY ORDINANCE  
PRESCRIBE.  
THAT IS WHERE THAT CAME FROM.  
>> Chair Nolan: THERE IS A WHOLE  
RANGE OF COMMISSIONERS AND  
STAFFANDER PRESENTED  
MUNICIPALITIES ACROSS THE  
COMMONWEALTH.  
ARE THERE ANY QUESTIONS?  
>> I WONDERED WHAT THE STAFF OF  
12 PERMANENT STAFF DID DURING  
THE ELECTION COMMISSION  
COMMISSIONER FORD RESPONDED TO  
ME.  
WOULD THAT BE OF INTEREST TO  
OTHER COUNCILORS?  
>> Chair Nolan: WAS IT ANSWERED  
OR MOVE FORWARD?  
DO YOU WANT THE SHORT ANSWER?  
>> I APPRECIATE YOUR WORK.  
>> CURRENTLY WE HAVE SIX  
FULL-TIME OFFICE STAFF AND FOUR  
COMMISSIONERS.  
THERE ARE 10.  
TWO VACANT POSITIONS.  
EACH ELECTION TAKES PRETTY MUCH  
PART OF THE YEAR, ALL OF THE  
YEAR TO PREPARE FOR.

WE ALSO HAVE CENSUS IN JANUARY  
THROUGH JUNE.  
CONFIRMATION CARDS AND ALL OF  
THAT HAS TO BE PROCESSED.  
ENTRY OF VOTER REGISTRATION,  
MAINTAINING VOTER LIST YEAR  
AROUND, VOTE BY MAIL  
APPLICATIONS YEAR AROUND,  
NOMINATION PAPERS AND YEAR

STARTS IN APRIL AND MAY.  
MUNICIPAL JUNE AND JULY.  
PUBLIC RECORDS REQUESTS ALL YEAR  
AROUND.

PROOF OF RESIDENCY, CUSTOMER  
SERVICE GENERAL OFFICE  
ADMINISTRATION.

WE ARE PRETTY BUSY YEAR AROUND.

>> Chair Nolan: COUNCILOR  
SOBRINHO-WHEELER.

>> SOME TAKE CAME TO MY HEAD.  
DO YOU MIND SHARING FOR MEMBERS  
OF THE COMMUNITY AND SOME OF US  
WHO MAY NOT UNDERSTAND.

WHY IS THERE STAFF AND  
COMMISSIONERS WHO ARE PAID AS  
FULL-TIME STAFF VERSUS JUST  
EVERY ONE BEING STAFF?

DOES THAT MAKE SENSE?

>> WELL THEY ARE CONSIDERED  
STAFF IN A WAY.

THEY ARE ESTABLISHED BY LAW.  
THE COMMISSIONERS ARE ELECTED.  
WITHIN THEIR PARTY.

THE SITTING COMMITTEES ELECT  
THREE CANDIDATES AND FORWARD TO  
CITY MANAGER AND CITY MANAGER  
DECIDES WHO WILL BE SELECTED.

IT IS DIFFERENT THAN ACTUAL  
STAFF THE WAY WE ARE HIRED.  
THAT IS WHY WE SEPARATE THE TWO.

>> JUST TO FOLLOW UP.  
SOME FOLKS MENTIONED IN REGARDS  
TO OTHER COMMISSIONS AND BOARDS  
HAVE TERM LIMITS.

THIS COMMISSION DOES NOT.  
HAVE YOU THOUGHT ABOUT THAT?  
IS THAT SOMETHING TALKED ABOUT  
BEFORE?

NOT THAT I DON'T LOVE OR  
APPRECIATE THOSE THERE.

CURIOUS WHAT DOES THE  
POSSIBILITY FOR TURNOVER AND  
YOUNGER PEOPLE, ALL OF THAT?

>> THEY DO HAVE TERM LIMIT WAS.  
IT IS FOUR YEARS, IT IS  
STAGGERED.  
>> THROUGH YOU.  
I BELIEVE THE COMMISSIONERS HAVE  
FOUR-YEAR TERMS.  
NOT TERM LIMITS.  
I WOULD SAY THERE IS SOME  
COMPLEXITY IN TERMS OF  
ESTABLISHMENT OF ELECTION  
COMMISSION BETWEEN THE STATE  
SPECIAL ACT AND THEN COUNCIL  
ORDINANCE.  
IF THERE IS INTEREST IN DIGGING  
DEEPER, WE COULD PULL THE LAW  
DEPARTMENT IN TO UNTANGLE THE  
DIFFERENT STATE LEVEL AND LOCAL  
ORDINANCES THAT ESTABLISH THE  
ELECTION COMMISSION.  
CERTAINLY THE CITY COUNCIL  
ULTIMATELY COULD SUGGEST  
CHANGES.  
I ASSUME THROUGH HOME RULE  
PROCESS.  
THAT WOULD PROBABLY BE THERE  
WOULD NEED TO BE INTERACTION  
WITH STATE LEGISLATURE TO MAKE  
THE CHANGES.  
OTHER CHANGES COUNCIL MAY MAKE  
ON ITS OWN DEPENDING WHERE YOU  
WANT TO GO.  
>> THANK YOU.  
THAT WAS OUT OF CURIOSITY.  
THE STAFF NUMBERS.  
NOW, YOU SAID WHILE IT IS  
BUDGETED FOR 12 FTEs THERE ARE  
10.  
ARE YOU ABLE TO WORK WITH 10?  
IS THERE THE NEED FOR THE TWO  
ADDITIONAL AS WE THINK ABOUT  
DOLLARS?  
>> YES, THERE WOULD BE A NEED  
FOR TWO.  
WE LOST ONE PERSON A COUPLE  
MONTHS AGO.  
ANOTHER JUST LEFT FOR ANOTHER  
JOB LAST MONDAY.

IT IS PRETTY RESENT.  
NOW WE DON'T HAVE SPACE WHEN WE  
MOVE TO NEW OFFICE THERE IS  
ADDITIONAL SPACE AND DESKS.  
WE WOULD LIKE TO HIRE.  
>> THANK YOU.  
I YIELD.  
>> WE HAVE A CHARTER IS  
APPROPRIATE PLACE HOW THIS IS  
ADJUDICATED MUCH LARGER QUESTION  
WHERE HALF REGISTERED VOTERS ARE  
UNAFFILIATED WITH A PARTY THAT  
ELECTION COMMISSIONERS NONE OF  
FOUR ARE REPRESENTING THOSE  
UNAFFILIATED.  
IT IS BY STATE LAW TWO MAJOR  
PARTIES REPUBLICAN AND DEMOCRAT.  
WE ARE READY TO ENTERTAIN MOTION  
TO MOVE ELECTION COMMISSION  
BUDGET BY COUNCILOR  
SOBRINHO-WHEELER TO FULL CITY  
COUNCIL WITH FAVORABLE  
RECOMMENDATION.  
ROLL CALL.  
>> DISCUSSION.  
>> ROLL CALL.  
AZEEM.  
>> YES.  
>> McGOVERN.  
>> YES.  
>> NOLAN.  
>> YES.  
>> SIDDIQUI.  
>> YES.  
>> WHEELER.  
>> YES.  
>> TONER.  
>> YES.  
>> WILSON.  
>> YES.  
>> ZUSY.  
>> YES.  
>> SIMMONS.  
ABSENT.



8 IN AFFIRMATIVE.  
ONE RECORDED AS ABSENT.  
>> THANK YOU, ELECTION  
DEPARTMENT FOR BEING HERE.  
WE ARE ON TO EMPLOYEE BENEFITS.  
5V PAGE 13.

THIS SECTION I THINK SINCE IT IS  
COMPLICATED I WILL READ THE  
QUESTION.

I KNOW I HAD SUBMITTED EMPLOYEE  
BENEFITS.  
IT INCLUDES QUESTIONS FROM OTHER  
MEMBERS.

THIS YEAR REPRESENTS  
RESTRUCTURING OF EMPLOYEE  
BENEFITS OBLIGATIONS IN BUDGET  
BOOK.

THIS WAS DONE FOR CONVENIENCE OF  
FINANCIAL ACCOUNTING.

WHAT ARE ADVANTAGES?

DOES EVERY DEPARTMENT NOW HAVE  
NO BENEFITS IN BUDGET?

THERE USED TO BE LINE OF  
SALARIES AND WAGES INCLUDED  
BENEFITS NOW IT DOES NOT INCLUDE  
BENEFITS.

BASED ON NUMBERS PROVIDED IT  
APPEARED THAT BENEFITS AS  
PERCENT OF SALARIES ARE VERY  
DIFFERENT FROM -- LET'S SEE MY  
OTHER PAGE.

VERY DIFFERENT BY DEPARTMENT.

[CAPTIONER SWITCH]

THE LAW DEPARTMENT BENEFITS  
APPEAR TO BE 34% AND INSPECTION  
SERVICES WERE 52%.

LICENSE COMMISSIONER WAS 73% AND  
TRAFFIC AND PARKING WAS 67%.

SO FROM 44% UP TO 73% APPEARED  
BY THE NUMBERS PROVIDED IN THE  
BUDGET.

GOALS ASSOCIATED WITH THIS AND  
RELATED QUESTION LEADING TO  
SAVINGS DOWN THE ROAD.

>> THROUGH YOU, CHAIR.  
I THINK THIS IS A MULTIFACETED  
ANSWER AND IT WILL TAKE A NUMBER  
OF ANSWERS, BUT I'LL KICK THIS  
OFF.

WE MADE THE DECISION THIS YEAR  
TO TAKE HEALTH BENEFITS.  
I THINK HEALTH AND DENTAL OR  
JUST HEALTH.

>> THROUGH YOU MADAM CHAIR,  
HEALTH, DENTAL AND PENSION.  
DISPLAYED IN THE BUDGET IN SOME  
SENSES AND IN SOME OTHER SENSES  
ACTUALLY, THERE WAS AN  
OPERATIONAL CHANGE IN TERMS OF  
HOW WE SEE THE BUDGET.  
SO ONE OF THE REASONS WHY WE DO  
THIS, I THINK THE PRIMARY REASON  
WHY WE DID THIS, ESPECIALLY FOR  
HEALTH AND DENTAL IS SO THAT WE  
CAN MANAGE THOSE VERY LARGE  
DOLLARS IN A BETTER WAY.  
IT WAS ALLOCATED BY DEPARTMENT  
MOSTLY TO GIVE TO AS A REPORTING  
AS IT IS IN THE BUDGET.  
IT SHOW THE APPROXIMATE COST OF  
EMPLOYMENT FOR THE DEPARTMENT.  
BUT THE FLIP SIDE OF IT WAS, IT  
NEED EXTREMELY DIFFICULT TO  
MANAGE A VERY LARGE AND COMPLEX  
BUDGET.

WHICH WAS NOT BEST PRACTICE TO  
BASICALLY HAVE THE COST  
SCATTERED THROUGHOUT LINE ITEMS,  
AND YET WE PAID FOR IT OUT OF  
ONE DEPARTMENT, THE EMPLOYEES  
BENEFITS, WHICH MEANS THAT ALL  
YEAR LONG, WE'RE RUNNING  
NEGATIVES IN THE EMPLOYEE  
BENEFITS DEPARTMENT WHILE DOING  
JOURNALS -- MANY, MANY, MANY  
JOURNALS TO MOVE EXPENSES.  
SO WHEN WE GOT A NEW BENEFITS  
DIRECTOR AND SHE CAME IN AND WAS  
TRYING TO UNDERSTAND, WHAT WAS  
THE BUDGET SHE'S MANAGING?  
THERE WAS NO PLACE FOR HER TO

ACTUALLY GO IN THE SYSTEM AND  
SEE THE BUDGET.

SO WE FEEL THIS IS ACTUALLY AN  
OPPORTUNITY FOR US TO IMPROVE  
THE EFFICIENCY AND THE  
EFFECTIVENESS OF MANAGING 100  
AND I DON'T KNOW WHAT IS IT?  
\$107 MILLION HEALTH INSURANCE  
BUDGET.

SO THAT IS ONE OF THE THINGS WE  
DO.

I WILL NOTE THAT AS WE ARE IN  
THE MIDST OF IMPLEMENTING A NEW  
BUDGET SYSTEM THAT WE HOPE WE'LL  
BE USING NEXT YEAR.

AND HOPING THAT PERHAPS WE CAN  
FIND A WAY TO CONTINUE TO REPORT  
THE IMPACT OF DEPARTMENT WITHOUT  
REQUIRING TO DISTRIBUTE COST OF  
THIS VERY EFFECTIVE WAY.

A LITTLE RIGID AND HARD TO MAKE  
THE CHANGE TO BE ABLE TO REPORT  
IT AND YET BUDGET IT AND BUDGET  
IT CORRECTLY.

THAT'S THE I'LL PASS YOUR  
QUESTIONS ABOUT THE VARIABILITY  
OF PERCENTAGES OF DEPARTMENTS TO  
Mr. JENNINGS.

>> THANK YOU.

I WANT TO MAKE SURE YOU'RE  
UNDERSTANDING THE QUESTION  
YOU'RE ASKING IN TERMS OF  
COMPARED TO LAST YEAR BUT OR  
VARIANCE BY DEPARTMENT SO YOU  
LOOK AT A DEPARTMENT AND IT WENT  
FROM \$12 MILLION DOWN TO \$8  
MILLION.

IN FACT, THEY DIDN'T.  
LAST YEAR, IT WAS REPORTED AS  
SALARIES AND BENEFITS.

THAT'S WHY THIS QUESTION IS  
PRETTY STUNNING ON VARIOUS  
DEPARTMENTS.

IT WOULD BE GREAT IF IN THE  
FUTURE, WE COULD HAVE BOTH THAT  
USE IT FOR ACCOUNTING.

IT REALLY IS THE TRUE COST IF

I'M HEARING SOMEONE I DON'T HIRE THEM WITHOUT BENEFITS SO THAT REALLY IS PART OF THE QUESTION. THE QUESTION ON PERCENTAGES IN THE BUDGET BOOK IN ORDER TO PRO SOME APPLES TO APPLES, IT SAID LAST YEAR, IF WE HAD REPORTED IT THIS WAY THIS IS WHAT THE SALARIES WOULD HAVE BEEN, THE PERCENTAGE OF THE BENEFITS RANGE FROM 34% TO 33%.

WHICH SOUNDED LIKE AN AMAZING VARIANCE.

IF IT ALL HAD BEEN WITHIN 40% YOU COULD EXPLAIN IT.

44% ON TOP OF SALARY FOR ANOTHER DEPARTMENT TO HAVE 60 OR 70%.

SEEMS WE WOULD HAVE UNDERSTOOD THE PROVIDENCE OF THAT.

>> THANK YOU FOR THE QUESTIONS. THAT IS PART OF THE REASON IT WAS COMPLICATED TO BUDGET ACROSS DEPARTMENTS LIKE THAT.

AT THE END OF THE DAY WE HAD ENOUGH BUDGETED EVERYWHERE TO COVER OUR PENSION, TO COVER OUR DENTAL ALLOCATED BY DEPARTMENTS, WE'RE IN A POSITION OF TRYING TO DETERMINE WHICH EMPLOYEE HAD A FAMILY PLAN VERSUS AN INDIVIDUAL PLAN AND CALCULATING AN ESTIMATED COST THERE.

IN TERMS OF THE OVERALL INCREASE WE WOULD INDEX THAT NUMBER YEAR OVER YEAR.

SO IF AN INDIVIDUAL PLAN WAS, SAY, \$12,000 A YEAR, WE WOULD INDEX OK, HEALTH AND INSURANCE HAS GONE UP.

INDEX THAT BY 7%.

IT'S ALSO FURTHER COMPLICATED IF THE DEPARTMENT HAD VACANCIES, WE'RE GOING TO BUDGET THE HIGHEST AMOUNT.

WE ARE GOING TO BUDGET FOR A FAMILY PLAN FOR THAT VACANCY. SO ALL OF THOSE THINGS CAN LEAD

TO VARIANCES WITHIN THE  
DEPARTMENT ACROSS DEPARTMENTS.  
AGAIN, IT BALANCED OUT THROUGH  
THE EMPLOYEE BENEFITS BUDGET.  
TO MAKE SURE WE HAD ENOUGH IF IT  
WASN'T IN DEPARTMENT IT WAS IN  
EMPLOYEE BENEFITS TO COVER THE  
TOTAL COST.

BUT CENTRALIZING I THINK  
PROVIDES A MUCH CLEARER PICTURE  
OF WHAT WE'RE BUDGETING FOR  
HEALTH AND CITY-WIDE, FOR  
PENSIONS CITY-WIDE AND ALLOWS US  
ASSISTANT CITY MANAGERS TO KEEP  
TRACK OF THOSE PAYMENTS AND  
COSTS AS WE MOVE THROUGH THE  
YEAR.

>> Chair: IN TERMS OF EXPLAINING  
THE VARIANCES OF 34 TO 32%,  
CATCHINGS -- [INAUDIBLE]

>> THANK YOU.

THROUGH YOU MADAM CHAIR, THE  
ONLY THING I WOULD LIKE TO ADD  
IS THE CENTRALIZATION OF THE  
BENEFITS BUDGET JUST ALLOWED US  
TO REFINER OUR RECONCILIATION  
PROCESS IN A WAY THAT WAS PRETTY  
DIFFICULT BEING SPREAD ACROSS.  
LIKE YOU MENTIONED, BEING ABLE  
TO ACTUALLY DETERMINE, YOU KNOW,  
VERSUS AN INDIVIDUAL PLAN WAS  
VERY TOUGH WITH IT BEING  
DISTRIBUTED ACROSS DEPARTMENTS.  
THIS PRACTICE ACTUALLY US TO  
REDEFINE OUR RECONCILIATION AS  
WELL.

>> IN TERMS OF CALCULATIONS AND  
SAY DEPARTMENT BY DEPARTMENT OH,  
THIS IS WHY.

WE CAN DO THAT.

THERE WERE A LOT OF DIFFERENT  
FACTORS THAT WEIGHED IN WHEN  
THEY ARE TRYING TO PROJECT  
HEALTH INSURANCE COSTS FOR A  
PARTICULAR DEPARTMENT OR DENTAL.

>> Chair: THANK YOU.

I'M HAPPY TO SAY THE BUDGET WAS

LITERALLY WHAT WAS THIS YEAR OR  
LAST YEAR, MAKE A DIFFERENCE AND  
DIVIDE IT OUT.

SO WE UNDERSTAND THE TRUE COST  
OF OUR STAFF.

>> CHAIR, JUST TO EXPLAIN THE  
DIFFERENCE TO HOW YOU WERE  
NOTING THAT WE ACTUALLY WHEN WE  
DID THE FYI 25 PROJECTION IN THE  
BUDGETS BOOK.

VERSUS AN INDIVIDUAL PLAN.

I'LL JUST NOTE NOT EVERYBODY WHO  
WORKS WITHIN THE CITY RECEIVES  
BENEFITS BECAUSE THEY MAY BE  
COVERED UNDER THEIR PARTNERS  
BENEFITS.

I THINK THAT'S PROBABLY WHERE  
WE'RE SEEING THE SUBSTANTIAL  
DIFFERENCES BECAUSE YOU CAN END  
UP IN A SITUATION WHERE YOU HAVE  
A LARGE FAMILY VERSUS INDIVIDUAL  
WHO'S HAVE OPTED OUT AND  
THEREFORE, DON'T HAVE ANY.

SO I THINK THE VARIATION IS SORT  
OF THE CHALLENGE, ESPECIALLY  
WHEN YOU GET INTO THESE PROGRAMS  
WITH THE LICENSED COMMISSION  
WHICH HAS 12 BUDGETED EMPLOYEES,  
RIGHT?

SO THE DIFFERENCE BETWEEN THREE  
PEOPLE OPTING OUT BEING ON THE  
DEPARTMENT COVERAGE, VERSUS  
THREE PEOPLE BEING ON THE FAMILY  
PLAN AND HAVE A NUMBER OF  
DEPENDENTS IS SUBSTANTIAL.

SO THAT'S ALSO PART OF WHERE  
WHEN YOU THINK ABOUT THE  
ACCOUNTING AND WHEN YOU THINK  
ABOUT HOW WE BUDGET, WE DO WANT  
TO SEE BENEFITS THAT WE REALLY  
WANT TO MANAGE MORE ESSENTIALLY  
BECAUSE IT'S NOT REALLY THINKING  
ABOUT WANTING TO SAY OH, WELL  
THIS SMALL DEPARTMENT HAS MORE  
FAMILIES AND THEY HAVE OPTED  
INTO COVERAGE AND THEREFORE,  
THEIR BUDGET IS SIGNIFICANTLY

HIGHER, VERSUS ANOTHER  
DEPARTMENT WHICH DOESN'T HAVE  
THAT.

AND SO I THINK IN TERMS OF BEST  
PRACTICES, THAT'S WHY ACTUALLY  
PULLING THE BENEFITS OUT AND  
CENTRALIZING IS -- BECAUSE WHAT  
YOU'RE DOING IS MANAGING YOUR  
BENEFITS ACROSS THE WHOLE  
ORGANIZATION.

SO ARE WE ACTUALLY -- DO WE HAVE  
AN EFFICIENT, FAIR DESIGNED  
INDIVIDUAL PLAN?

FAMILY PLAN?

DO WE HAVE THE APPROPRIATE  
INCENTIVES TO PROVIDE  
HEALTH-CARE BENEFITS.

IF PEOPLE WANT TO OPT OUT,  
THAT'S FINE.

I THINK THAT'S WHY YOU ACTUALLY  
WANT IT SEE SALARIES WITHIN  
DEPARTMENTS BECAUSE THAT  
COMPENSATION IS ACTUALLY PART OF  
THE BUDGET.

BUT THE BENEFITS YOU'LL WANT TO  
SEE IS SEPARATE.

IN TERMS OF HOW YOU THINK ABOUT  
IT, USUALLY WANT TO HAVE AN  
AVERAGE BENEFIT PERCENTAGE OF  
SALARY AND APPLY THAT WITHIN  
EACH OF THESE DEPARTMENTS  
CONSISTENTLY.

SO YOU DON'T GET VARIATION OF  
WHAT PEOPLE CHOOSE TO DO.

I THINK I'M CAPTURING THAT  
RIGHT.

>> Chair: SAY THESE DEPARTMENTS  
ARE LARGE.

THE POLICE DEPARTMENT AND  
TRAFFIC AND PARKING WAS 15%.  
JUST UNDERSTAND IT.

WE SHOULD JUST BE TRANSPARENT  
AND UNDERSTAND WHAT IT IS.

THERE IS -- BY THE DEPARTMENT.  
JUST SO WE KNOW SO WE'RE FULLY  
TRANSPARENT ACROSS THE BOARD.

>> YES, IT COULD INCLUDE THINGS

LIKE CONTRACTS, OTHER DEPARTMENT OPERATIONS, SUPPLIES, MATERIALS, PROFESSIONAL AND TECHNICAL SERVICES AS OPPOSED TO SALARY AND WAGES, WHICH ARE SALARY AND WAGES AND BENEFITS.

>> Chair: THANK YOU.

THROUGH YOU, THAT IS WHAT I ASSUMED, BUT I JUST WANTED CLARIFICATION.

WHAT I WONDERED ABOUT IS ON V-16, IT SAYS TOTAL BUDGET EXPENDITURES FOR PENSIONS GREW FROM FISCAL '24, \$3.2 MILLION TO FISCAL YEAR '25 TO \$10.8 MILLION TO FISCAL YEAR '26 TO \$44.1 MILLION.

SO WHAT EXPLAINS THAT?

>> THAT'S BECAUSE IN PRIOR YEARS IT WAS BUDGETED WITHIN DEPARTMENTS, AND THIS IS A COST REFLECTED ONLY IN EMPLOYEE BENEFITS.

>> Chair: BRILLIANT.

OK, THANK YOU FOR THAT CLARIFICATION.

JUST SO I UNDERSTAND WHAT THE PENSION PAYOUT IS, IS IT A PERCENTAGE OF THE SALARY? THINK YOU GET PENSION IF YOU WORK FOR TEN YEARS, IS THAT RIGHT?

COULD YOU TELL ME MORE ABOUT THAT?

>> THROUGH YOU, CHAIR.

SO THE PENSION THAT'S LARGELY MANAGED THROUGH THE RETIREMENT BOARD AND IT LITERALLY VARIES BY INDIVIDUAL FOLKS FALL ON LITERALLY A SPECTRUM.

SO I THINK IT WOULD BE TOUGH FOR US TO SAY WITH ANY ONE PERSON'S PAYOUT IS, EVEN OUR DEDUCTIONS ARE ALL DIFFERENT, DEPENDING ON WHERE WE STARTED.

SOME FOLKS ARE AT 11%.

SOME ARE AT 9-2.



SOME MIGHT BE AT 5-2.  
SO IT REALLY VARIES, DEPENDING  
ON WHEN YOU STARTED AND WHEN YOU  
DECIDE TO RETIRE.  
SO IF I WANTED TO UNDERSTAND  
THAT BETTER, IS THERE A PLACE I  
COULD LOOK ON THE CITY WEBSITE?  
THANK YOU.  
>> THROUGH YOU, CHAIR.  
SO THE RETIREMENT BOARD HAS A  
WEBSITE AND THEY ALSO INCLUDE  
SORT OF THE GENERAL CHARTS THAT  
WOULD QUALIFY BASED ON THE TYPE  
OF EMPLOYEE THAT YOU ARE.  
THEY ALSO HAVE MEMBER SERVICES  
FOR GENERAL FOLKS LISTENING.  
BUT WE TYPICALLY PARTNER WITH  
THEM.  
WE USUALLY HAVE THEIR ALGORITHM  
FOR EACH EMPLOYEE AND WE KIND OF  
WORK WITH THEM THROUGH  
QUESTIONS.  
>> Chair: SOUNDS GREAT.  
THANK YOU FOR ALL YOUR WORK.  
>> DO WE INTRODUCE?  
I APOLOGIZE.  
>> THROUGH YOU, CHAIR.  
I AM SUPER EXCITED TO INTRODUCE  
TO EVERYBODY Ms. BARBARA BROWN.  
SHE JOINED BUT IS A YEAR AGO NOW  
COMING UP ON A ASSISTANT  
DIRECTOR OF BENEFITS FOR THE  
CITY, AND SHE HAS HELPED US  
TREMENDOUSLY.  
I THINK IT IS DEPICTED IN ALL  
THE WORK THAT WE TALKED ABOUT  
HERE TODAY, BUT EVEN -- I THINK  
-- ON THE ADMINISTRATIVE LEVEL,  
I KNOW A LOT OF FOLKS FELT  
RELIEF AS SOON AS IN ONE  
WEEKEND, SHE WAS ALREADY SOLVING  
PROBLEMS.  
I JUST WANTED TO INTRODUCE YOU  
ALL FORMALLY TO OUR ASSISTANT  
DIRECTOR OF BENEFITS, BARBARA  
BROWN.  
>> I WOULD ALSO JUST NOTE, LIKE

I THINK WE HAD THIS POSITION  
VACANT FOR A REALLY LONG TIME.  
ESPECIALLY BECAUSE THERE HAD  
BEEN A LOT OF OPPORTUNITIES FOR  
US TO PROVIDE BENEFITS FOR  
EMPLOYEES, MORE EFFICIENCY.  
I THINK WE DO HAVE PLANS TO  
REVIEW A LOT OF OUR MAJOR HEALTH  
BENEFIT CONTRACTS TO BETTER  
UNDERSTAND WHAT WE CAN CHANGE.  
DO YOU WANT TO GIVE A QUICK SUM  
THE 6 TO 12 MONTHS?

I KNOW THERE HAVE BEEN A NUMBER  
OF BOTH SMALL, MEDIUM AND LARGE  
CHANGES THAT HAVE BEEN VERY  
MEANINGFUL AND BE HELPFUL TO  
JUST QUICKLY.

I KNOW WE'RE TRYING TO GET  
THROUGH TODAY, BUT THIS IS WHERE  
THE COUNCIL ACTUALLY SAID WE  
WOULD LIKE TO SEE HOW WE'RE  
BETTER MANAGING OUR BENEFITS.  
E THINK ACTUALLY, THERE'S BEEN  
SOME REALLY GOOD WORK TO JUST  
QUICKLY COVER.

>> THANK YOU FOR THE  
OPPORTUNITY.

SO WE'VE DONE A LOT OF ASSESSING  
BENEFITS AND THERE IS MORE  
ASSESSING THAT WILL BE DONE.  
WE ARE IN THE PROCESS OF GETTING  
BENEFITS TO BE ABLE TO REALLY DO  
A COMPLETE REVIEW AND BENCHMARK  
OF THE BENEFITS THAT ARE OFFERED  
BY THE CITY.

BUT EVEN IN DOING THAT WE WERE  
ABLE TO IDENTIFY SOME AREAS THAT  
REQUIRE IMPROVEMENT, BY THE WAY.  
AND INCLUDED IN THAT FOR THE  
CITY, YOU WOULD HAVE NOTED WE  
DIGITIZED THE ENTIRE PROCESS.  
OPEN ENROLLMENT IN NOVEMBER,  
WHICH WAS SPEND BE AND LIFE  
INSURANCE.

PERPLEX SPENDING WE WERE ABLE TO  
INCREASE BY 15.1%.  
FOR LIFE INSURANCE, WE ALSO

PROVIDED AN OPPORTUNITY FOR PEOPLE TO ENROLL GUARANTEE ISSUE, WHICH HAS NOT BEEN PROVIDED IN SOMETIME.

IN FACT, I BELIEVE IT WAS ONLY OFFERED TO PEOPLE AT THE TIME OF HIRE.

SO IT WAS A GOOD OPPORTUNITY FOR PEOPLE TO ENROLL IF THEY WERE INTERESTED IN DOING SO.

AS PART OF THAT PROCESS, WE INCREASED THE GUARANTEE ISSUE AMOUNT FROM 100,000 TO 200,000 SO THAT PEOPLE WOULD HAVE MORE COVERAGE FOR THEIR FAMILIES.

IN ADDITION, WE INTRODUCED SPOUSAL LIFE INSURANCE AS A WRITER, AS WELL AS LIFE INSURANCE AS A WRITER.

WITH THAT, WE GOT AN INCREASE OF ABOUT 400 ENROLLMENTS IN OUR LIFE INSURANCE.

BASIC LIFE WAS INCREASED BY ABOUT 5.7%.

15% INCREASE ON OUR VOLUNTARY LIFE ENROLLMENT.

AND IN THE AREA, ABOUT 100 ENROLLMENTS FOR EACH OF THE SPOUSAL INDEPENDENT LIFE OPTIONS.

SO WE FOUND THAT TO BE REALLY SUCCESSFUL AND WE'RE REALLY HAPPY WITH THAT.

WE ALSO PROVIDE MULTIPLE SESSIONS FOR INFORMATION SESSIONS DURING BOTH OPEN ENROLLMENT SEASONS, BOTH ONLINE AND IN PERSON, SO THAT PEOPLE WOULD BE ABLE TO GET THE INFORMATION THEY NEEDED TO BE ABLE TO MAKE A DECISION.

AND IF MEMORY SERVES, PROBABLY AROUND 130 IN ATTENDANCE FOR THE FLEX SPENDING AND LIFE INSURANCE OPEN ENROLLMENT THAT WE HAD ONLINE, AND WE HAD THE IN-PERSON SESSION ROOM.

IT WAS LITERALLY STANDING ROOM ONLY IN THIS SPACE.  
SO I THINK PEOPLE ARE VERY MUCH STARVED FOR INFORMATION.  
AND WE'RE TRYING TO DO MORE TO INCREASE TRANSPARENCY IN ONE OF THE MAJOR THINGS WE ARE LOOKING AT DEVELOPING, WORKING WITH I.T. AND OUR COMMUNICATIONS GROUP IS AN OPEN ENROLLMENT WEBSITE.  
EXCUSE ME, WE HAD AN OPEN ENROLLMENT WEBSITE, A BENEFITS WEBSITE SO THAT ALL INFORMATION IS AVAILABLE AT THE TOUCH OF A BUTTON TO ALL EMPLOYEES.  
I COULD GO ON AND ON AND SAY MORE, BUT THERE ARE OTHER THINGS.  
THANK YOU FOR THE OPPORTUNITY TO SPEAK.

>> Chair: VERY EXCITING.  
LOOK FORWARD TO THE NEXT ROUND OF THE BENEFITS BROKER AND CONCENTRATED MEDICARE FOR ALL.  
COUNCILOR WILSON.  
>> Councilor Wilson:, CHAIR.  
I WANT TO APPRECIATE THE WORK THAT GOES INTO THIS.  
SOME OF THE THINGS YOU EXPLAINED OVER THE OPEN ENROLLMENT TIME, MAKING SURE THAT EVERYONE WAS VERY INFORMED ABOUT LIKE ONE, THE TRANSITION TO WHERE YOU WERE GOING TO GO AND WHAT OPTIONS.  
I JUST WANT TO NAME THE VARIOUS -- PICKING HEALTH INSURANCE MAKING SURE YOU AS AN INDIVIDUAL, OR IF YOU HAVE A FAMILY, WHAT IS BEING COVERED? BUT I DO APPRECIATE BECAUSE I WAS IN ATTENDANCE FOR ONE OF THOSE VIRTUAL CALLS.  
ONE, THE NUMBER OF THE PEOPLE ON THE CALL WAS JUST A BEAUTIFUL THING TO SEE.  
BUT THE AMOUNT OF QUESTIONS THAT FOLKS HAD TO THE PROVIDERS WHO

WERE ONLINE ALSO JUST GOES TO  
SHOW JUST HOW MUCH PEOPLE TRULY  
DO NOT ONLY NEED BENEFITS, BUT  
ALSO ARE INQUIRING TO MAKE SURE  
THE OUT OF POCKET EXPENSES ARE  
NOT AS MINIMUM AS POSSIBLE.

SO I APPRECIATE YOU ALL ARE  
DOING THE LEG WORK ON  
IDENTIFYING THE PLANS THAT  
COULD, YOU KNOW, BENEFIT THE  
EMPLOYEES HERE.

I AM CURIOUS THOUGH IN TERMS OF  
THIS PROCESS TO GO FROM -- I  
DON'T KNOW JUST FROM FOLKS WHO  
MAY BE LISTENING IN OR OUR  
EMPLOYEES, OR IF IT WAS  
EXPLAINED DURING THOSE TIMES.

I DO APOLOGIZE TO HAVE TO  
REPEAT.

BUT THE TRANSITION TO SAY  
HARVARD PROGRAM.

CAN YOU TALK ABOUT WHAT THAT  
JUMP WAS ABOUT, WHAT THE  
TRANSITION WAS?

WAS THAT A THEM?

WAS THAT AN US?

AND THEN JUST THINKING ABOUT THE  
FUTURE.

AS YOU ALL ARE DOING MORE  
EVALUATIONS OF HEALTH SERVICE  
PROVIDERS, INSURANCE PROVIDERS,  
WHAT MIGHT THAT LOOK LIKE DOWN  
THE ROAD.

>> SO THE MOVE FROM TO ELIMINATE  
THE HEALTH PLAN WAS SOMETHING  
THAT WAS NOT THE DECISION OF THE  
PLAN WAS CLOSED.

SO 342, THE ORGANIZATION THAT  
ACTUALLY OWNS BOTH HARVARD AND  
TUFF'S MADE A DECISION TO  
CONSOLIDATE AND GET RID OF THAT  
PLAN, SO WE HAD NO OPTIONS  
AROUND.

THAT IT'S ACTUALLY SOMETHING  
THAT'S BEEN IN THE COMING FOR  
QUITE SOMETIME.

I THINK THE CITY -- YEAH, FOR

YEARS.

I THINK THE CITY HAS TRIED TO  
PUT IT OFF FOR AS LONG AS  
POSSIBLE.

WE REACHED THE CRESCENDO.

NO, IT'S CLOSED.

THAT'S WHY IT CAME TO AN END.

I THINK ONE OF THE THINGS THAT  
YOU'RE PROBABLY ALLUDING TO IS  
THAT CHANGE IN RATE FOR PEOPLE  
THAT LEFT THE TUFFS PLAN.

SO IN REALITY, THE HARVARD PLAN  
THIS YEAR ACTUALLY DID NOT GO  
UP.

RATE FOR THE HARVARD PLAN  
ACTUALLY DECREASED, I BELIEVE,  
BY 2.5% ON THE ONE PLAN AND 1.5  
ON THE FAMILY.

HOWEVER, NATIONALLY, FOR PEOPLE  
TO GET TO THE COST OF -- ANYONE  
THAT WAS ON THE TUFF'S WAS  
TRANSITIONED TO THE HARVARD PLAN  
UNLESS THEY DID OTHERWISE AND  
WENT TO BLUE CROSS.

SO JUST TO BE ABLE TO TRANSITION  
FROM ONE PLAN TO ANOTHER DID  
MEAN THEY REALIZED 21 AND 23%  
INCREASE, DEPENDING ON IF THEY  
ARE ELIGIBLE OR FAMILY.

THAT WAS SOMETHING THAT WE DID  
RECOGNIZE.

AND SO TO TRY TO HELP PEOPLE TO  
PREPARE FOR THAT CHANGE, WE DID  
MAKE A POINT.

THERE IS A 90-DAY REQUIREMENT  
FOR NOTIFICATION, BUT WE  
ACTUALLY MADE A POINT OF  
COMMUNICATING THAT EVEN BOTH FOR  
THEM TO ENSURE THAT PEOPLE HAD  
AS MUCH TIME AS POSSIBLE.

SO AS SOON AS WE WERE ABLE TO  
GIVE THAT INFORMATION OUT WHEN  
RATES WERE PROVIDED TO PEOPLE AS  
SOON AS POSSIBLE AS WELL.

SO WE ARE AWARE THAT THERE  
CHALLENGE IN THAT FOR PEOPLE.

AND THE EFFORT THAT WAS MADE WAS

TO COMMUNICATE OUT AS QUICKLY AS WE POSSIBLY COULD.

BE IT MULTIPLE FORMS, BOTH EMAIL AS WELL AS SENDING SOMETHING TO THE HOME SO PEOPLE WERE ABLE TO KNOW SPECIFICALLY THE POPULATION THAT WERE LOSING COVERAGE RECEIVED EVEN MORE COMMUNICATION, SO THAT IT WASN'T SOMETHING THAT WOULD CATCH THEM OFF GUARD.

>> Councilor Wilson: THANK YOU. I JUST WANT TO ECHO THE IMPORTANCE.

I THINK THAT IN THIS, IT SOUNDS LIKE THERE WAS THE EFFORT TO BE MORE TRANSPARENT AND JUST TRYING TO MAKE SURE THAT THIS, YOU KNOW, WAS SEPARATED FROM THE EMPLOYEES PIECE.

AND YET, IT FEELS LIKE AS I WAS READING THROUGH IT, IT FELT VERY COMPLICATED TO DIGEST AND UNDERSTAND.

I THINK, TOO, TO THE POINT AND EVEN JUST AROUND THE TRANSPARENCY OF MAYBE DISSECTING THIS A LITTLE BIT MORE SO IT'S A BIT MORE CLEANER TO DIGEST. BUT THANK YOU.

>> SINCE THIS IS JUST A PRETTY BIG AREA, AND I AGREE. THE I THINK WE CAN PROBABLY OVER TIME, ESPECIALLY NOW WE CENTRALIZED THE BENEFITS COST HERE MORE.

DO YOU WANT TO JUST TALK A LITTLE BIT TO THE INCREASES? I THINK CERTAINLY, WE'VE SEEN INCREASES IN HEALTH BENEFITS COST.

IT'S SOMETHING THAT HAS OCCURRED ACROSS THE BOARD FOR ANYBODY WHO IS ON HEALTH INSURANCE. PREMIUMS ARE GOING UP. BUT IF YOU WANT TO TALK ABOUT THE COST INCREASES AND HOW

YOU'RE THINKING ABOUT THAT AS  
YOU MOVE FORWARD.

>> SO WE DEFINITELY HAD  
INCREASES IN HEALTHS, AND THAT  
IS UNFORTUNATELY, CONSISTENT  
WITH MARKET TREND.

EVEN IF WE LOSE THE GIC AS AN  
EXAMPLE.

THIS YEAR, THEY SAW AS HIGH AS  
17% INCREASES WITHIN AVERAGE OF  
12 TO 13% INCREASE FOR PLANS.

I EVEN DID SORT OF A QUICK  
COMPARISON TO LOOK AT WHAT OUR  
HARVARD PLAN LOOKED LIKE, VERSUS  
THEIR HARVARD PLAN, WHICH WAS  
PROBABLY THE MOST EASY COMPARE.

THE RATES ARE FAIRLY SIMILAR.  
IF PEOPLE -- THE BULK OF PEOPLE  
WENT WITH THEIR PPO, THEY WOULD  
BE SEEING SOMEWHERE AROUND 22 TO  
11% INCREASE.

IF THEY WENT WITH THEIR HMO,  
THEY WOULD PROBABLY BE SOMEWHERE  
BETWEEN 9 TO 16% DECREASE.

IT REALLY DEPENDS.

THEY HAVE MULTIPLE PLANS.  
SOMETHING LIKE EIGHT PLANS, I  
BELIEVE, ACROSS THE BOARD.

I'M VERY FAMILIAR WITH THEM THE  
MUNICIPALITY I'M COMING FROM WAS  
WITH A GROUP OF INSURANCE  
COMMISSION.

SO UNFORTUNATELY, INSURANCE  
RATES ARE JUST INCREASING ACROSS  
THE BOARD NATIONWIDE.

PEOPLE ARE SEEING OVER 20%  
INCREASES EASILY, AND WE WERE  
ABLE TO SEE NOT AN INCREASE IN  
HARVARD, ALTHOUGH WITH THE  
TRANSMISSION AT THE TOP, WE DID  
SEE INCREASES, AND WITH BLUE  
CROSS AND BLUE SHIELD, THERE  
WERE BETWEEN 5 AND 5.5%, WHICH  
STILL AN INCREASE, BUT VERY  
REASONABLE, COMPARED TO WHAT IS  
OUT THERE IN THE MARKETPLACE.  
SO, YOU KNOW, THERE'S THAT.



WE ALSO HAD INCREASED  
UTILIZATION.  
WE HAD HIGH COST CLAIMS AS WELL.  
WE HAD ONE PARTICULAR CLAIM THAT  
WAS OVER \$3 MILLION THIS YEAR  
FOR ONE INDIVIDUAL PERSON.  
AND THE SIGNIFICANT INCREASE IN  
HIGH COST GROWS, ESPECIALLY THE  
HIGH UNITE LESATION ON THE  
WEIGHT LOSS DRUGS, THE GPL-1s.  
ALL OF THAT IS SIGNIFICANTLY  
INCREASING OUR BUDGET.  
AND ON THE RETIREE SIDE, THERE'S  
BEEN SOME LEGISLATION THIS HAS  
DECREASED THE PHARMACY BENEFIT  
MAXIMUM THAT WE CAN CHARGE  
PEOPLE FROM AN \$8,000 MAXIMUM TO  
A \$2,000 MAXIMUM, WHICH IS  
ABSORBED.  
THIS IS WITH THE INFLATION  
REDUCTION ACT.  
SO THAT'S ALL ABSORBED AS WELL  
BY THE CITY.  
SO THEY ARE JUST UNFORTUNATELY,  
A LOT OF FACTORS THAT ARE  
CAUSING US TO SEE SIGNIFICANT  
INCREASES IN THE BUDGET ON  
BENEFITS.  
>> Councilor Wilson: THANK YOU.  
ONE THING THIS BROUGHT UP FOR  
ME, AND THIS IS KIND OF GOING  
BACK TO THE SUPPORT AROUND THE  
RISE AND THE RISE SUCCESSOR IS  
THAT WE DID HAVE PUBLIC COMMENT  
THAT SPOKE TO A COUPLE OF  
INDIVIDUALS WHO SPOKE IN PUBLIC  
COMMENT ARE EMPLOYEES OF THE  
CITY OF CAMBRIDGE, RATHER,  
THROUGH OUR SCHOOLS.  
ONE OF OUR DEPARTMENTS.  
AND YET, WE TALKED ABOUT JUST  
NOW YOU MENTIONED THE INCREASE  
OF BENEFITS ABOUT 11% OR  
SOMETHING LIKE THAT, BUT YET  
FOLKS -- MAY ONLY GO UP 3%.  
MANY OF THESE INDIVIDUALS MIGHT  
LIVE IN PUBLIC HOUSING.

YOUR INCOME IS THEN BASED ON  
YOUR GROSS.

IF YOUR GROSS IS THIS AMOUNT,  
BUT YET, YOU'RE PAYING ALL THESE  
ADDITIONAL COSTS FOR EVERYTHING  
ELSE.

I JUST WANT ALL OF US TO  
REMEMBER AND BE MINDFUL OF HOW  
FAMILIES, ESPECIALLY OUR LOWEST  
INCOME FOLKS ARE BEING STRETCHED  
EXTREMELY THIN.

AND WHEN YOU HAVE KIND OF NO  
CHOICE BUT TO HAVE HEALTH CARE,  
ESPECIALLY WHEN YOU HAVE  
CHILDREN, THIS IS WHY THESE  
PROGRAMS MATTER, OK.

SO WHEN WE THINK ABOUT TRYING TO  
CUT THE RISE PROGRAM OR THINK  
ABOUT NOT FUNDING -- NOT  
CUTTING, BUT NOT FUNDING THE  
RISE PROGRAM, BUT YET FOLKS'  
INSURANCES ARE GOING UP AT  
DOLLAR RATES.

THIS IS WHY WE NEED THESE  
PROGRAMS.

I WANT TO PUT IN THIS EXTRA PLUG  
BECAUSE THERE'S NO WAY TO HELP  
AN OFFSET OR SUPPORT THOSE  
FAMILIES WHAT THAT DIFFERENCE IS  
WHEN A COLA ONLY GOES UP MAYBE  
3%, BUT YET YOUR HEALTH  
BENEFITS, YOUR COST OF BENEFITS  
IS GOING UP 11 SOME ODD PERCENT  
AND YOUR RENT IS BEING CHARGED  
ON WHAT YOU MAKE, NOT ON WHAT  
YOU RECEIVE, NOT AS YOUR NET.  
SO I JUST WANT TO NAME THAT.  
THANK YOU.

I YIELD.

>> THROUGH YOU, CHAIR.

I THINK THAT IS ABSOLUTELY  
CORRECT FOR THOSE WHO DON'T  
QUALIFY FOR MASS HEALTH.  
SO THAT THRESHOLD IS A HUGE DEAL  
JUST BECAUSE IF YOU'RE ON MASS  
HEALTH, THAT'S ACTUALLY  
INCREDIBLY GENEROUS HEALTH PLAN.

YOU WILL BE EXPOSED TO -- IF  
THIS CONVERSATION AND PREVIOUS  
COSTS THAT COME OUT OF THAT,  
QUICKLY, WE AGREE THERE'S SORT  
OF A QUESTION OF WHAT KIND OF  
PLAN YOU END UP IN.

IF YOU'RE EMPLOYED, WE DO HAVE A  
LOT OF PEOPLE WHO ARE OBVIOUSLY  
BENEFITTING FROM THE PROGRAM WHO  
ARE WORKING.

SO IT JUST BECOMES A BIT OF A  
QUESTION ABOUT THEIR EMPLOYER  
INSURANCE, VERSUS ALSO LIKE THE  
INDIVIDUAL MARKET.

THAT'S A TOUGH HEALTH PLAN TO BE  
A PART OF.

BUT I THINK THE BENEFITS OVERALL  
ARE VERY GENEROUS.

>> Councilor Wilson: JUST TO  
FOLLOW UP.

AGAIN, I DON'T WANT TO -- THE  
CITY MANAGER BROUGHT THIS UP.  
AGAIN, I DON'T KNOW EVERY  
INDIVIDUAL'S SITUATION, RIGHT?  
I THINK RESPECTFULLY, I THINK  
THAT SOMETIMES WHEN YOU ARE AN  
EMPLOYEE, YOU MAY NOT BE ABLE TO  
ACTUALLY HEALTH BENEFITS WHEN  
YOU ARE AN EMPLOYEE.

SO I WANT TO SEE HOWEVER YOU  
DANCE WITH THAT IS PROBABLY  
MAYBE NOT FOR THIS CONVERSATION.  
BUT RECOGNIZING, AGAIN, THAT THE  
COST DIFFERENCE IS WHAT I WANT  
IT FOCUS IN ON.

THANK YOU.

>> Chair: [INAUDIBLE]

-- DEPENDING ON YOUR INCOME.  
THAT'S REALLY HELPFUL FOR SOME  
PEOPLE.

FOR OTHERS, IT'S DIFFICULT TO  
GET ANY HEALTH INSURANCE,  
DEPENDING ON WHAT YOUR SITUATION  
IS.

>> CHAIR, I'M GLAD YOU ALLUDED  
TO THAT COMPARISON OF THE GIC.  
I WAS INVOLVED IN NEGOTIATE THE

LEGISLATION THAT ALLOWED A LOT OF MUNICIPALITIES TO GO INTO THE GIC AND WAS COMMISSIONER FOR THE GIC THE A GREAT PROGRAM, BUT I ALSO KNOW IF WE GO INTO THE GIC AND CORRECT ME IF I'M WRONG, THE RULES HAVE CHANGED.

WE LOSE ALL FLEXIBILITY.

IF WE VOTE TO GO INTO THE GIC AND GO INTO THE GIC INVOLVES NEGOTIATING WITH UNIONS ABOUT HOW WE SHARE THE COST SAVINGS. SO IT'S A LITTLE MORE DIFFICULT THAN JUST DOING A COST COMPARISON BECAUSE THERE'S A WHOLE BUNCH OF LOGISTICS INVOLVED IF YOU WANT TO EXPLAIN THAT A LITTLE BIT.

>> Chair: HAPPY TO, BUT THIS IS NOT A RECOMMENDATION.

IF YOU CAN VERY QUICKLY ANSWER THAT SO WE CAN MOVE ON.

>> SIR, YOU'RE DEFINITELY CORRECT THAT IT'S NOT AN EVEN COMPARISON BECAUSE THE COMMISSION WILL GIVE YOU FULLY INSURED COVERAGE, VERSUS THE COVERAGE WITH THE CITY, FOR THE MOST PART.

WELL EMPLOYEES.

RETIREES ARE A LITTLE BIT OF A DIFFERENT BREED.

BUT EMPLOYEES ON-INSURED PLANS. SO THE COST FOR US DOESN'T TRULY HAVE A CEILING, WHERE WHEN YOU'RE INSURED WITH THE GROUP INSURANCE COMMISSION, THE RATE IS FIXED BASED ON THE NUMBER OF PEOPLE YOU HAVE ENROLLED.

THE GROUP INSURANCE COMMISSION DICTATES ENTIRELY WHAT THE BENEFITS ARE, WHAT IS -- EXCUSE ME.

THE ELIGIBILITY CRITERIA FOR COMING OFF PLANS AND SO FORTH. OF COURSE, THERE'S SECTION 25 LEGISLATION THAT RUNS THAT AS

WELL.

BUT THAT BEING SAID, YOU'RE COMPLETELY RESTRICTED WITHIN THE CONFINES OF WHAT YOU HAVE.

SO THERE IS NO FLEXIBILITY TO MAKE ANY KIND OF EXCEPTION IF'S YOU GO WITH THEM, VERSUS BEING ON A SELF-INSURED PLAN.

WE HAVE' LOT OF FLEXIBILITY TO MAKE DIFFERENT CHOICES IF -- FLEXIBILITY TO MAKE DIFFERENT CHOICES IF WE WANT IT DO SO. IN ADDITION, CAMBRIDGE'S HEALTH INSURANCE BENEFITS ARE EXTREMELY ROBUST IN COMPARISON TO ANY GIC IS OFFERING.

NOT THAT THEY DON'T OFFER THE COVERAGE.

THEY CERTAINLY DO.

BUT IN COMPARISON, FOR EXAMPLE, WE DON'T HAVE ANY DEDUCTIBLES IN MOST OF OUR PLANS.

EXCUSE ME.

BUT THE GIC DOES.

SO THERE DEFINITELY HAVE IT TRULY DELVE INTO TO SEE IF THAT IS THE TYPE OF THING WE WANT TO THINK ABOUT.

>> Chair: THANKS.

I THOUGHT WE HAD THAT DISCUSSION LAST WEEK.

WE HAVE TO MAKE SOME DECISIONS ON IF WE CAN SAVE 30 OR \$40 MILLION.

WE MAY CHOOSE TO DO THAT OR MAY NOT.

THAT WILL BE COMING FORTH BECAUSE WE HAVE TO DO A STUDY ON THAT.

SO ANY OTHER?

MOVE TO ENTERTAIN A MOTION TO MOVE THE EMPLOYEE BENEFITS SECTION WHICH IS ALMOST \$140 MILLION BECAUSE IT IS NOW WITH ALL OF THE HEALTH INSURANCE. THAT'S ONE OF THE LARGEST ALLOCATIONS WE'LL BE VOTING ON

TODAY TO MOVE IT TO CITY COUNCIL  
WITH A FAVORABLE RECOMMENDATION.  
ANY DISCUSSION?

ROLL CALL.

>> Clerk: COUNCILOR AZEEM.

YES.

VICE-MAYOR McGOVERN.

YES.

COUNCILOR NOLAN.

YES.

COUNCILOR SIDDIQUI.

YES.

COUNCILOR SOBRINHO-WHEELER.

YES.

COUNCILOR TONER.

YES.

COUNCILOR WILSON.

YES.

COUNCILOR ZUSY.

YES.

MAYOR SIMMONS IS ABSENT.

YOU HAVE EIGHT MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH ONE  
RECORDED AS ABSENT.

>> Chair: REGARDING EQUITY AND  
INCLUSION, THIS IS THE BUDGET  
BOOK.

THERE ARE SEVERAL COUNCILOR  
WHO'S HAD QUESTIONS ON THIS.  
I'LL JUST TURN IT OVER TO  
COUNCILOR SIDDIQUI AND COUNCILOR  
WILSON.

DID YOU HAVE SOME QUESTIONS ON  
EQUITY AND INCLUSION?

OK.

I CAN START WITH COUNCILOR  
WILSON.

I THOUGHT THAT AT LEAST ONE OF  
THE QUESTIONS CAME FROM -- OH,  
YES.

OK.

SHOULD WE START WITH COUNCILOR  
WILSON AND COUNCILOR SIDDIQUI  
AND THEN ANYONE ELSE.

>> HI.

THANK YOU.

HELLO.

SO A COUPLE OF QUESTIONS THAT I  
HAD WERE REALLY MORE JUST FOR  
GENERAL QUESTIONING, AND I  
PROBABLY COULD MEET WITH YOU ALL  
SEPARATELY, BUT I THINK FOR JUST  
THE SAKE OF THE COMMUNITY  
UNDERSTANDING MORE IN TERMS OF  
CURRENT CAPACITY TO HELP AN  
EMPLOYEE OR DEPARTMENT REVIEW TO  
TEN CHALLENGING SITUATIONS.  
WHAT IS JUST YOUR PROCESS IN THE  
SYSTEM THAT YOU ALL GO THROUGH?  
AND HOW DOES THE DEPARTMENT  
MAINTAIN CONFIDENTIALITY AND  
TRUST EMPLOYEES THAT YOU WORK  
WITH.

WE RECOGNIZE THAT CAN BE JUST  
SIGNIFICANTLY CHALLENGING.  
NOT THAT THIS HAS MAYBE A BUDGET  
IMPLICATION, BUT REALLY,  
THINKING ABOUT IS THERE A DIRECT  
STAFF PERSON THAT WORKS DIRECTLY  
WITH KIND OF TAKING IN THIS KIND  
OF INFORMATION?

AND IF SO, HOW OFTEN ARE YOU ALL  
RECEIVING, SAY, COMPLAINTS OR  
SOMETHING OF THAT SORT.

>> THROUGH YOU, CHAIR.

GOOD MORNING, EVERYONE.

THANK YOU FOR THAT QUESTION,  
COUNCILOR WILSON.

WE DO HAVE FOR THE FIRST TIME,  
THE CITY HAS AN EQUITY AND  
INCLUSION INVESTIGATOR, WHICH WE  
HIRED A YEAR AGO.

HER NAME IS SANS AMINI.

THE FIRST WEEK SHE RECEIVED HER  
FIRST COMPLAINT, AND THE  
INVESTIGATION PROCESS STARTED.

WE DID NOT HAVE A PROCESS.

WITH THE PARTNERSHIP OF HUMAN  
RESOURCE DIVISION AND THE CITY  
SOLICITOR'S OFFICE, WE CREATED A  
PROCESS SO THAT WE CAN MOVE IN  
CONFIDENTIALITY.

WE WOULD ALSO BUILD IN A PROCESS  
WHERE WE COULD DO DOCUMENTATION

AND MAINTAIN THAT DOCUMENTATION  
IN A WAY THAT WAS PRIVATELY  
HELD, AND EMPLOYEES WOULD FEEL  
COMFORTABLE IN COMING FORWARD.  
SINCE THAT PROCESS BEGAN, WE  
HAVE INCREASED THE NUMBER.  
THERE HAS BEEN AN INCREASE IN  
THE NUMBER OF COMPLAINTS THAT  
HAVE BEEN MADE AND CONVERSATIONS  
AND INQUIRIES, AND  
INVESTIGATIONS THAT HAVE  
HAPPENED AND RESOLUTIONS  
LIKEWISE.

SO WE KNOW THAT WHAT WE'VE DONE  
HAS HELPED EMPLOYEES AND GIVEN  
THEM SPACE WHERE THEY CAN COME  
FORWARD WITHDS, KNOWING THAT  
WHAT IS SHARED, THERE WILL BE  
SOME RESOLUTION, BUT ALSO WHAT  
IS SHARED IS KEPT CONFIDENTIAL.  
SO THERE IS A FULL PROCESS.  
IN ADDITION, WE FOUND THAT WE  
DID NOT HAVE A DISCRIMINATION  
HARASSMENT AND RETALIATION  
POLICY.

SO THEY BEGAN THE PROCESS AN OF  
DEVELOPING THAT POLICY AND THE  
SUPPORTS NEEDED FOR THAT,  
INCLUDING AN ONLINE PROCESS, SO  
THAT EMPLOYEES COULD MAKE THEIR  
CONCERNS KNOWN VIA THE ONLINE  
PROCESS OR THEIR OFFICE, SO  
WE'RE SEEING FOOT TRAFFIC THERE,  
TOO.

THAT POLICY WILL BE LAUNCHING  
SOON.

>> Councilor Wilson: THANK YOU.  
YOU ANSWERED A COUPLE OF THE  
OTHER QUESTIONS I HAVE.

JUST JUMPING TO THE AMERICAN  
FREEDOM COMMISSION.

IF YOU WANT IT JUST SHARE WHERE  
WE ARE IN THAT PROCESS, AND WHAT  
ARE YOUR HOPES AND AIMS FOR THIS  
COMMISSION AS IT LAUNCHES?

>> ABSOLUTELY.

>> DO YOU WANT TO DO



INTRODUCTIONS?

>> OK.

>> ALL RIGHT.

SO JOINING ME TODAY THROUGH YOU,  
MADAM CHAIR.

>> HI.

>> I HAVE HERE WITH ME SAMANTHA  
GREGORY WHO IS OUR LEAD  
COORDINATOR FOR DOMESTIC  
GENDER-BASED VIOLENCE PREVENTION  
INITIATIVE.

SHE'S BEEN WITH US FOR ABOUT A  
YEAR IN JULY.

IT FEELS LIKE -- NOT A YEAR.

LOTS OF WORK GOING ON.

THERE IS GOOD WORK THAT'S GOING  
ON.

SHE WILL BE ABLE TO ANSWER  
ADDITIONAL QUESTIONS RELATED TO  
THAT.

I ALSO HAVE HERE WITH US, SOFANA  
ANWAR RESPONSIBLE FOR ENGAGEMENT  
IN HER OFFICE.

>> Councilor Wilson: THE  
AMERICAN FREEDOM COMMISSION AND  
HOPES AND AIMS OF WHERE WE ARE,  
AS PROCESS TO NOW SELECT, AND  
KIND OF JUST WHERE ARE WE?

>> SO THE APPLICATION PROCESS  
HAS CLOSED.

WE DID ANNOUNCE THE OPENINGS FOR  
COMMISSION MEMBERS TO APPLY AND  
THAT CLOSED SOME TWO WEEKS AGO,  
THREE WEEKS AGO NOW.

WE'VE GONE THROUGH THE PROCESS  
OF IDENTIFYING A SELECTION  
COMMITTEE OR A REVIEW OF THE  
APPLICATIONS.

SO THEY WILL BE SCREENING THOSE  
APPLICATIONS.

NEXT, THERE WILL BE AN INTERVIEW  
PROCESS THAT WILL HAPPEN AFTER  
THAT.

THOSE HAVE ALREADY BEEN  
SCHEDULED.

SO WE'RE MOVING ALONG WITH THAT.  
WE HOPE TO CLOSE THIS PROCESS

AND HAVE IT BEFORE THE MAYOR AND  
THESE STAKEHOLDERS IN JUNE.  
THE THIRD WEEK, SECOND OR THIRD  
WEEK WE ARE ON TASK NOW TO  
ACTUALLY HAVE THIS BEFORE THE  
COUNCIL.

I BELIEVE THE THIRD MONDAY IN  
JUNE.

>> Councilor Wilson: IS THAT  
ONLINE WITH JUNETEENTH LIKE AS  
AN ANNOUNCEMENT WILL BE  
RELEASED?

>> CORRECT.

>> Councilor Wilson: OK, SOUNDS  
LIKE A PLAN.  
THANK YOU.

I YIELD.

>> Chair: THANK YOU.

COUNCILOR SIDDIQUI?

>> Councilor Siddiqui: MINE WERE  
SIMPLE FLORIDA THAT BASED ON WE  
KNOW THAT THE OFFICE -- MINE  
WERE SIMILAR, BASED ON WE KNOW  
THE OFFICE OVERSEES THE  
COMMISSION.

CAN YOU EXPLAIN HOW -- I WANT TO  
GET A SENSE OF HOW THE  
DEPARTMENT PLAYS ACROSS THESE  
DIFFERENT COMMISSIONS.

>> ABSOLUTELY.

ABSOLUTELY.

THROUGH YOU, MADAM CHAIR.

>> Chair: CAN I JUST ADD BECAUSE  
COUNCILOR SIDDIQUI QUESTIONED  
GIVEN THAT THIS OFFICE OVERSEES  
COMMISSIONS THAT WERE SET UP IN  
THE PAST.

IS THERE AN OPPORTUNITY TO --  
EFFORTS BY BRINGING THEM  
TOGETHER.

>> SO WE HAVE BEEN TOGETHER NOW  
FOR JUST ABOUT A YEAR.

MAYBE A FEW MONTHS OVER A YEAR.  
AND OVER THIS TIME, I'VE BEEN  
MEETING WITH AND PARTICIPATING  
IN THE PROGRAMS THAT THE  
COMMISSIONS HAVE BEEN OFFERING

SO THAT I HAVE BETTER  
UNDERSTANDING AND GROUNDING OF  
WHAT IS GOING ON.  
OUR COMMONALITY REALLY IS  
EQUITY, INCLUSION AND ACCESS.  
SO WE HAVE BEEN WEAVING THAT  
FOCUS TOGETHER IN EVERYTHING  
THAT WE HAVE BEEN DOING.  
I'VE BEEN DRIVING HOME IN OUR  
MISSION OF PRIORITIZING  
ANTI-RACISM, DIVERSITY, EQUITY  
AND INCLUSION THAT  
COLLABORATION.  
THROUGH THAT LENS AND  
COLLABORATION, WE HAVE BEEN  
WORKING TOGETHER TO EXPAND THE  
WORK WE'RE DOING THROUGH  
EMPLOYEE ENGAGEMENT, THROUGH  
COMMUNICATIONS, THROUGH THE WORK  
THAT IS BEING DONE THROUGH  
DOMESTIC AND GENDER-BASED  
VIOLENCE PREVENTION VIOLENCE  
AGAINST WOMEN.  
THE WHOLE NINE YARDS.  
SO WE'RE OVERLAPPING OUR WORK IN  
A WAY THROUGH THAT LENS SO THAT  
WE'RE ENSURING ALL THE  
POPULATIONS THAT ARE THE SAME,  
ARE RECEIVING ACCESS TO  
OPPORTUNITIES TO RESOURCES FOR  
ALL THAT WE HAVE TO BRING TO  
BEAR, AND THAT NO ONE IS LEFT  
BEHIND OR LEFT OUT.  
WE'RE LEVERAGING THE EXPERTISE  
OF ALL OF OUR TEAM MEMBERS TO  
CREATE THOSE PROGRAMS AND MAKE  
THEM SEAMLESS FOR THOSE WHO  
WE'RE SUPPORTING.  
WE'RE ALSO EXPANDING OURSELVES  
SO THAT WE MAKE SURE THAT IN  
SOME OF THE COMMISSIONS WHERE  
THERE MIGHT HAVE BEEN MORE  
LINEAR WORK THAT WAS DONE, IT IS  
BROADER AND MORE EXPANSIVE.  
THE HUMAN RIGHTS COMMISSION  
YOU'RE GOING TO HEAR FROM NEXT  
WEEK HAS BEEN DOING A FAIR

HOUSING TRAINING THAT HAS  
ACTUALLY BEEN PROVIDED TO  
EMPLOYEES AS WELL, AND WE'VE  
HEARD MORE RECENTLY THAT WE'VE  
GOT A FEW EMPLOYEES NOW WHO ARE  
HOMEOWNERS, AS A RESULT OF THE  
EDUCATION THAT WE HAVE BEEN  
RECEIVING AND SUPPORTS THAT THEY  
HAVE BEEN RECEIVING.

ALSO HAVE HEARD THAT YOU'RE  
GOING TO HEAR ABOUT THIS, TOO.  
FAMILIAL RIGHTS TRAINING.

WE HAVE MANY EMPLOYEES WHO ARE  
IMPACTED BY THE THINGS THAT HAVE  
GONE ON OR THE EXECUTIVE ORDERS  
THAT HAVE COME FROM THE FEDERAL  
ADMINISTRATION.

SO THEY ARE MORE INFORMED,  
BETTER EQUIPPED TO HANDLE  
SITUATIONS THAT COME THEIR WAY.  
SO WE ARE WORKING TOGETHER MORE  
AND MORE AND COLLABORATING  
INTERNALLY, AS WELL AS  
EXTERNALLY SO THAT OUR WORK IS,  
AGAIN, WE'RE STREAMLINED AND  
FOCUSED MORE ON THIS  
ANTI-RACISM, DIVERSITY, EQUITY  
AND INCLUSION BUT ALSO  
COLLABORATION.

AND THE WAY THAT I'VE BEEN  
LOOKING AT GATHERING  
INFORMATION, THE WAY WE ARE  
STRUCTURED.

WE'RE LOOKING AT WHERE THERE ARE  
OVERLAPS AND IDENTIFY SOME AREAS  
WHERE WE CAN DO SOME  
STREAMLINING.

I'M GOING TO DO MORE, TAKE A  
DEEPER DIVE INTO THIS.

WE HAVE A RETREAT COMING UP  
WHERE WE WILL BE HAVING  
DISCUSSIONS ABOUT THAT.

>> Councilor Siddiqui: SOMETIMES  
IT DOES FEEL LIKE WHO IS DOING  
IT.

WHAT WAS IT UNDER?

CAN IT BE MORE STREAMLINED?

I THINK WE ARE EAGER TO TALK ABOUT SOME OF THOSE RECOMMENDATIONS AROUND WHAT YOU'VE IDENTIFIED BECAUSE I THINK, YOU KNOW, IT'S IMPORTANT THE YEAH.

THANK YOU.

>> Chair: THANK YOU.

COUNCILOR SIDDIQUI.

COUNCILOR ZUSY?

>> Councilor Zusy: YES, BUILDING ON MY COLLEAGUE'S QUESTIONS, I ALSO BELIEVE PROFOUNDLY IN YOUR WORK.

I THINK IT SHOULD BE INTEGRATED ACROSS THE CITY, AND IT JUST SHOULD BE PART OF THE ETHOS OF WHO WE ARE.

IT SEEMS ALMOST LIKE IT SHOULDN'T HAVE TO BE AN ADD-ON BECAUSE IT SHOULD JUST BE IN THE DNA OF EVERYTHING WE DO.

I WAS ALSO CONCERNED.

I WONDERED.

SO YOU HAVE A STAFF OF EIGHT, AND THEN THE PEACE COMMISSION HAS A STAFF OF ONE.

THE OFFICE OF HUMAN RIGHTS HAS A STAFF OF FOUR.

COMMUNITY ENGAGEMENT HAS A STAFF OF TEN.

SOME PLACES YOUR NOTED AS \$2 MILLION.

SOMETIMES IT'S NOTED AS \$7 MILLION.

BUT YEAH.

I ALSO WONDER WHETHER THERE SHOULD BE SOME RESTRUCTURING AND THERE SHOULD BE ONE GROUP, RATHER THAN FOUR GROUPS.

HAVE YOU THOUGHT AT ALL ABOUT THAT?

I'M WORRIED ABOUT REDUNDANCY.

I FEEL LIKE YOU'RE DOING IMPORTANT WORK, BUT IT SEEMS LIKE THAT IS A LOT OF PEOPLE DOING THAT WORK.

THANK YOU.

>> THROUGH YOU, MADAM CHAIR.  
SO THE COMMISSIONS THAT EXIST  
TODAY ARE THE RESULT OF POLICY  
ORDERS AND ORDINANCES THAT WERE  
BROUGHT FORWARD.

SO THEY DO EXIST BY THAT, AND  
WE'VE NOT CHANGED THAT, BUT ARE  
IN DISCUSSION ABOUT WHAT  
HAPPENS WITH THAT.

I THINK WE'LL HAVE TO HAVE  
DEEPER DISCUSSIONS HERE WITH  
YOU ALL TO FIND OUT WHERE WE  
MOVE FORWARD ON THAT.

SO THEY WERE ESTABLISHED  
SPECIFICALLY FOR REASONS THAT  
WERE SPECIFIC TO WOMEN, TO WORK  
THAT IS DONE RELATED TO SUCH AS  
DOMESTIC AND GENDER-BASED  
VIOLENCE.

AND THEN WE HAVE SEPARATELY, THE  
MORE RECENT ORDINANCE THAT WAS  
BROUGHT TO US FOR THE AMERICAN  
FREEDOM COMMISSION.

SO THERE'S VERY SPECIFIC WORK  
DONE THERE.

WHILE THERE MAY BE OVERLAP IN  
THE WORK, IT IS STILL VERY  
SPECIFIC WORK THAT IS BEING  
DONE.

CAN WE LEVERAGE THE RESOURCES OF  
ALL OF THOSE GROUPS?

ABSOLUTELY.

SO THIS IS THE FIRST TIME IN MY  
KNOWING THAT THERE HAVE ACTUALLY  
BEEN A GREATER NUMBER OF  
RESOURCES AROUND THIS WORK.

IT'S USUALLY BEEN SOMEWHERE  
AROUND ONE OR TWO PEOPLE DOING  
THE WORK.

NOW THERE ARE MORE RESOURCES TO  
DO DEEPER, GREATER, BETTER,  
IMPROVED WORK.

AND I'M REALLY EXCITED ABOUT  
THAT AND I'M VERY THANKFUL FOR  
THAT OPPORTUNITY.

VERY CAREFUL TO ENSURE THAT WE

ARE MEETING THE OUTCOMES GOALS  
OBJECTIVES OF EACH ONE OF THOSE.  
AND SO WE'RE VERY FOCUSED IN  
THAT WAY IN DELIVERING THOSE.  
WE INCLUDE ON OUR STAFF NOW FOR  
THE OFFICE OF EQUITY AND  
INCLUSION, OUR EMPLOYEE  
ENGAGEMENT MANAGER, THE  
INVESTIGATOR WHOM WE JUST TALKED  
ABOUT.

EVEN WITH ADMIN RESEARCH PERSON  
WHO HAS DEVELOPED A PROCESS FOR  
THE MINORITY BUSINESS PROCESS,  
WHICH IS AN IMPORTANT COMPONENT  
OF THE DISPARITY STUDY THAT WE  
HEARD ABOUT A YEAR OR SO AGO.  
WE HAVE A OPEN POSITION FOR A  
TRAINER.

WE KNOW WE NEED TO CONTINUE OUR  
ED NEED TO MAKE SURE WE'RE  
MINDFUL OF THE CHANGES THAT ARE  
GOING ON.

THE COMMUNITY THAT WE'RE WORKING  
IN.

SO MAINTAINING OUR UNDERSTANDING  
OF KNOWLEDGE AND OUR SKILLS  
AROUND THAT IS GOING TO BE  
IMPORTANT, AND WE REALIZE THAT  
WHILE WE HAD AN ADMIN RESEARCH  
ASSISTANT IN THE PERSON DOING  
THE EPE PROGRAM, WHO IS GOING TO  
BE SUPPORTING THE MINORITY --  
EXCUSE ME, SUPPORTING THE  
AMERICAN FREEDOM COMMISSION.

WE'RE GOING TO NEED AN ADMIN  
PERSON IN THIS OFFICE TO JUST  
KEEP THINGS MOVING, GOING, AND  
SUPPORTING PEOPLE COMING IN.  
WE'VE GOT MORE FOOT TRAFFIC NOW  
THAN WE'VE EVER HAD COMING INTO  
OUR OFFICE FROM THE COMMUNITY,  
AS WELL AS EMPLOYEES.

SO WE DO NEED SOMEONE WHO IS  
THERE AND CAN BE WELCOMING TO  
ALL OF THOSE PEOPLE.

>> Councilor Zusy: FASCINATING.  
I'M LOOKING FORWARD TO HEARING

MORE ABOUT YOUR WORK.  
WHERE ARE YOU?  
>> WE ARE HERE.  
STAIRS ON THE THIRD FLOOR.  
PLEASE COME BY AND VISIT WITH  
US.  
WE WILL BE MOVING TO 689 IN THE  
SUMMERTIME.  
>> Councilor Zusy: OK, GREAT.  
I ALSO WANTED TO ASK ABOUT THE  
AMERICAN FREEDOM COMMISSION  
BECAUSE THAT WAS PROPOSED IN THE  
CITY HAD OODLES AND OODLES OF  
MONEY.  
AND I THINK THERE WAS THE  
THOUGHT ABOUT REPARATIONS, BUT  
IT SEEMS LIKE WE'RE IN A  
DIFFERENT SITUATION.  
SO I'LL BE EAGERLY WATCHING HOW  
THAT DEVELOPS AND WHAT THE  
COMMISSION PROCEEDS WITH IN OUR  
NEW ECONOMY.  
THANK YOU.  
I YIELD.  
>> Chair: THANK YOU.  
WITH THAT, I BELIEVE THE  
QUESTIONS POSED HAVE BEEN  
ANSWERED FOR NOW.  
SO A MOTION BY COUNCILOR WILSON  
TO MOVE THE OFFICE OF THE  
DEPARTMENT OF EQUITY AND  
INCLUSION TO THE FULL CITY  
COUNCIL WITH THE FEDERAL  
RECOMMENDATION DISCUSSION?  
ROLL CALL.  
>> Clerk: COUNCILOR AZEEM.  
YES.  
VICE MAYOR McGOVERN.  
YES.  
COUNCILOR NOLAN.  
YES.  
COUNCILOR SIDDIQUI.  
YES.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
YES.



COUNCILOR WILSON.

YES.

COUNCILOR ZUSY.

YES.

MAYOR SIMMONS.

ABSENT.

YOU HAVE EIGHT MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH ONE  
RECORDED AS ABSENT.

>> Chair: THANK YOU.

[INAUDIBLE]

WE WILL HAVE A LUNCH BREAK.  
MY HOPE AND EXPECTATION IS THAT  
IF WE CAN GET THROUGH THE NEXT  
COUPLE OF DEPARTMENTS, THERE'S  
THE EXECUTIVE DEPARTMENT.  
THERE'S LEADERSHIP,  
COMMUNICATIONS AND COMMUNITY  
ENGAGEMENT, AND HOUSING LIAISON,  
AND MAYBE TOURISM.  
WE'LL SEE HOW MANY WE CAN GET  
THROUGH.

BUT LET'S HOW WE GET IN THE NEXT  
HALF HOUR OR SO AND BREAK.

I'M LOOKING FOR.

AND THEN WE'LL WALK THROUGH.

>> CAN I JUST ASK?

THERE ARE HERE FOR SPECIFIC --

I'M WONDERING IF THEY CAN  
IDENTIFY THEMSELVES.

IF WE CAN GET THEM DONE BEFORE  
LUNCH SO THEY DON'T HAVE TO SIT  
AROUND UNTIL AFTER LUNCH.

>> Chair: I'M NOT GOING TO KEEP  
GOING BECAUSE I HAD BREAKFAST.

>> NO, I'M TALKING ABOUT  
NONSTAFF, NONCOUNCILORS.

SO FOR INSTANCE, CHAMBER OF  
COMMERCE, SPEAKER ON TOURISM.

I WANT TO MAKE SURE WE GET TO  
TOURISM BEFORE WE BREAK FOR  
LUNCH.

>> Chair: WE'LL BREAK FOR LUNCH  
AND HAVE PUBLIC COMMENT.

WE DID IT AT THE BEGINNING, HAVE  
IT IN THE MIDDLE BUT ALSO AT THE  
END.

THANKS FOR THE REMINDER.

SO ANYONE WHO WANTS TO MAKE  
PUBLIC COMMENT?

>> MADAM.

>> Chair: SO I'VE BEEN TOLD  
LUNCH IS HERE AND IT'S HOT.  
I'M JUST WORRIED WE'VE ONLY GONE  
THROUGH OUR FIVE DEPARTMENTS AND  
WE HAVE 22.

>> WHICH AGAIN, SOME OF THAT IS  
ON OUR OWN DOING.

>> Chair: IT'S OUR OWN DOING.  
ALSO, WE SPENT BEEN HOUR ON THE  
MEMO RELATED TO THE TEXT THING,  
SO THAT WAS ACTUALLY A REALLY  
IMPORTANT DECISION AND  
RESPONSIVE TO THE COUNCIL.  
THAT IS PART OF WHY WE'RE HERE.  
THIS IS ONE OF THE MOST  
IMPORTANT THINGS THE COUNCIL CAN  
DO.

AS WE OFTEN FIND OUT, IT'S OUR  
CHANCE TO TALK TO DEPARTMENT  
HEAD THAT'S WE MAY NOT SEE AND  
SEE THEM IN THE CONTEXT OF THE  
WHOLE WORK, NOT RELATED TO  
SPECIFIC POLICY ORDER.

SO EXECUTIVE LEADERSHIP.

I THINK THERE ARE SEVERAL  
QUESTIONS RELATED TO THIS  
DEPARTMENT TO REMIND US ALL  
THAT'S ON THE BUDGET BOOK 5-22.  
AND THIS IS THE EXECUTIVE  
DEPARTMENT LISTS OUT  
SUBDEPARTMENTS WITHIN IT, WHICH  
IS WHY I THINK COMMUNITY  
ENGAGEMENT COMES UNDER IT, AND  
THE EXECUTIVE DEPARTMENT.  
IF WE WANT TO START OUT WITH  
LEADERSHIP.

LET'S SEE.

I KNOW COUNCILOR  
SOBRINHO-WHEELER AND COUNCILOR  
SIDDIQUI AND I HAD SOME  
QUESTIONS ON THIS.

IF WE WANT TO START WITH  
COUNCILOR SOBRINHO-WHEELER AND

THEN COUNCILOR SIDDIQUI.

>> Councilor Sobrinho-Wheeler:  
THANKS.

IF YOU COULD TALK ABOUT EACH OF  
THE POSITIONS IN EXECUTIVE  
LEADERSHIP DEPARTMENT, WHAT  
THEIR FUNCTIONS ARE AND WHAT THE  
PORTFOLIO EACH OF THEM IS  
WORKING ON.

>> SURE.

THROUGH THE CHAIR, I THINK THE  
EXECUTIVE LEADERSHIP DEPARTMENT  
INCLUDES MYSELF, THE DEPUTY CITY  
MANAGER, AND THE DEPUTY CHIEF  
OPERATING OFFICER.

AND SO I THINK YOU KNOW AND  
BECKY FUENTES IS THE DEPUTY  
CHIEF OFFICER.

SHE SUPPORTS THE DEPUTY CITY  
MANAGER AND MANAGING ACROSS A  
PRETTY SIGNIFICANT PORTFOLIO OF  
OPERATIONAL -- [INAUDIBLE]  
OR WHAT'S HAPPENING ACROSS THOSE  
DEPARTMENTS.

SHE OFTEN STEPS IN AND SUPPORTS  
THAT WORK.

WE HAVE A CHIEF OF STAFF AND THE  
DIRECTOR ADMINISTRATION OF  
OPERATIONS, AND THEY ARE REALLY  
A BIT OF THE HUB IN TERMS OF THE  
CITY MANAGEMENT, THE DAY-TO-DAY  
MANAGING, A LOT OF WHAT ENDS UP  
ON THE COUNCIL'S AGENDA, AND THE  
POLICIES WE'RE WORKING ON, BOTH  
WITH THE COUNCIL AND REQUESTS.  
THE DIRECTOR OF ADMINISTRATION  
OPERATIONS.

THAT'S MATT NELSON.

ALSO, HAS MANY THE WILLS IN HIS  
CITY ROLE, INCLUDING MANAGING  
SOME OF THE MAJOR EVENTS THAT WE  
PUT ON, INCLUDING FAMILY DAY,  
THE DANCE PARTY, AND A LOT OF  
EVENTS THAT HAPPEN OUT OF THE  
CITY MANAGER'S OFFICE.

STAFF THAT HELPS MANAGE  
SERVICES.

[INAUDIBLE]

WE HAVE PEOPLE WHO THEN HELP  
WITH DIFFERENT PIECES OF WHAT  
I'VE JUST DESCRIBED.

SPECIAL PROJECTS OR COUNCIL  
AGENDA AND THERE ARE THOSE IN  
THE CITY MANAGER'S OFFICE THAT  
ARE HELPING TO WORK WITH A  
COUPLE OF DIFFERENT --  
ESPECIALLY THE CLERK'S OFFICE ON  
A PRETTY INJECT TO MANAGE A LOT  
OF WHAT IS IN THE CITY HALL  
ATTIC.

SO I THINK SOME OF WHAT HAS BEEN  
HELPFUL IS HAVING THE  
ADMINISTRATIVE STAFF THAT CAN  
PICK UP THOSE KIND OF PROJECTS.  
SO WORKING WITH THE CLERK'S  
OFFICE TO MAKE SURE A LOT OF  
RECORDS UP THERE ARE BEING  
APPROPRIATELY STORED AFTER THEY  
HAVE BEEN REVIEWED, ARCHIVED  
WHEN APPROPRIATE.

I THINK THERE ARE SOME CONCERNS  
GIVEN CITY HALL.

IF THERE WERE ANYTHING THAT  
HAPPENED, WE HAVE A LOT OF PAPER  
UP IN THE ATTACK THAT ISN'T  
SUPPOSED TO BE THERE.

SO THAT'S BEEN A PIECE OF THE  
WORK.

AND WE HAVE THE STRATEGY TEAM  
WHERE WE DO A LOT OF THE WORK TO  
SUPPORT MAJOR INITIATIVES THAT  
ARE HAPPENING ACROSS THE CITY.  
HAPPY TO ANSWER THAT QUESTION  
NOW.

[CAPTIONER SWITCH]

THE BIG PIECES.

EXECUTIVE LEADERSHIP WITHIN  
THOSE 13 PEOPLE.

WE ALSO BY ORDINANCE HAVE  
PERFORMED TDM PLANNING OFFICER.  
THAT POSITION ULTIMATELY  
TRANSPORTATION POSITION SETS IN  
THIS CALL CENTER.  
THAT IS WHAT THE ORDINANCE SAYS.

STEPHANIE MOVED TO  
TRANSPORTATION DEPARTMENT.  
THAT IS VACANT POSITION.  
WE HAVE VACANT EMERGENCY  
MANAGEMENT POSITION WE ARE  
TRYING TO FIGURE OUT.  
>> HOW MANY POSITIONS  
ALTOGETHER?  
>> EXECUTIVE LEADERSHIP TEAM, 13  
FULL-TIME POSITIONS.  
STRATEGY TEAM HAS TWO FULL-TIME  
POSITIONS AND THEN JIM WHO IS  
THE STRATEGIC ADVISOR HEADS  
STRATEGY TEAM.  
NOT FULL-TIME.  
SHE IS NOT COUNTED IN THE 13.  
>> COUNCILOR SIDDIQUI.  
>> Councilor Siddiqui: THANK  
YOU.  
FULL-TIME AND PART-TIME.  
MY QUESTION IS WHAT IS THE  
BREAKDOWN OF PROJECTS  
INITIATIVES, THE TEAM IS  
CURRENTLY ASSIGNED TO.  
WHAT IS THAT BREAKDOWN FOR FY25?  
>> Chair: THE QUESTION A FEW  
YEARS AGO THE EXECUTIVE  
LEADERSHIP TEAM WAS NINE AND NOW  
IT IS 13.  
THAT WAS AN ADDITION WHICH  
COUNCIL APPROVED.  
WILL THE STRATEGY TEAM AS GOAL  
EVENTUALLY OVER THE NEXT FEW  
YEARS WHICH WE HAVE ALL TALKED  
ABOUT DEVELOP PLAN TO REVIEW  
CITY ORGANIZATION OVERALL  
INCLUDING OPERATIONS OF  
DEPARTMENTS TO UNDERSTAND HOW  
BEST TO POSITION FOR THE FUTURE  
WITH EITHER EFFICIENCIES OR  
  
BENEFITING FROM TECHNOLOGY.  
IS PART OF THE STRATEGY TEAM.  
THAT IS MY UNDERSTANDING WHEN  
THEY APPROVED INCREASE IN

LEADERSHIP TEAM.  
THAT WAS NEEDED.  
WE ARE FORWARD THINKING CITY.  
WE HAD NOT TAKEN THE TIME TO  
UNDERSTAND HOW WE COULD BE MORE  
EFFECTIVE AS A CITY TO MAKE USE  
OF RANGE OF BEST PRACTICES  
ACROSS THE COUNTRY.  
>> THE STRATEGY TEAM I THINK IT  
IS RECOGNITION WHEN WE HAVE  
THESE LARGER INITIATIVES OR  
PROJECTS THAT ARE RUNNING  
THROUGH DIFFERENT DEPARTMENTS  
THEY RECHOIR GREATER SUPPORT AND  
RESOURCING.  
THERE IS BANNED WIDTH.  
IS COMMON SET OF FUNCTIONS TO  
SUPPORT SUCCESSFUL CHANGES OR  
IMPROVEMENT PROJECTS WE ARE  
RUNNING.  
A LOT OF THAT ENDS UP BEING  
PROJECT MANAGEMENT, BEING ABLE  
TO PUT TOGETHER CLEAR  
PRESENTATIONS TO COMMUNICATE  
INTERNALLY AND WITH COUNCIL.  
ANALYTIC COMPONENT TO IT.  
IT IS MY EXPERIENCE THAT  
BRINGING TOGETHER A STRATEGY  
TEAM.  
THAT IS NOT EXACTLY THE RIGHT  
WORD.  
HAVING CLOSE COLLABORATION  
BETWEEN STRATEGY TEAM AND  
DEPARTMENTS IM MENTING CAN BE  
POWERFUL.  
DEPARTMENT HEADS AND LEADERSHIP  
TEAMS ARE ONES WHO HAVE DEEP  
EXPERIENCE, KNOWLEDGE AND  
CAPABILITIES TO UNDERSTAND THIS  
IS WHAT WE NEED TO CHANGE, HOW  
TO DO IT.  
HOW THAT SUPPORT KEEPS THINGS ON  
TRACK.  
IF YOU ARE A DEPARTMENT HEAD ALL  
KIND OF THINGS COME UP, PULL YOU  
AWAY.

HAVING A BIT OF DEDICATED THIS  
IS THE PLAN, THIS IS WHERE WE  
WANT TO GO.

HOW DO WE MOVE THROUGH THAT IS  
VALUABLE.

OVER THE COURSE OF THIS YEAR  
STRATEGY TEAM WORKED ON A BUNCH  
OF THINGS.

WE DON'T TRACK SPECIFIC TIMES.  
I CAN'T GIVE PERCENTAGE  
BREAKDOWNS.

PROJECTS WE HAVE STRATEGY TEAM  
SUPPORTING HARVARD NEGOTIATION,  
STRATEGY TEAM PROVIDES FAIR  
AMOUNT OF EXECUTIVE RECRUITING  
SUPPORT.

A LOT OF INVOLVEMENT IN  
RECRUITING OUR NEW CHIEF OFFICER  
INVOLVED IN THE RECRUITING FOR  
A NEW ASSISTANT CITY MANAGER OF  
COMMUNITY DEVELOPMENT.

THERE HAS BEEN SIGNIFICANT  
SUPPORT FOR COMMUNITY SAFETY  
DEPARTMENT HELPING TO DEVELOP  
POLICIES, THINK ABOUT EXPANSION  
PLANS.

I THINK FROM WHERE WE STARTED TO  
WHERE WE ARE NOW THERE IS WORK  
TO HELP STRUCTURE THAT OUT AND  
SUPPORT THAT TEAM.

HELPFUL COLLABORATION WITH  
FINANCE TEAM IN THINKING THROUGH  
LONG-TERM OPERATIONAL AND  
CAPITAL BUDGETING AND SUPPORTING  
A LOT OF COUNCIL COMMUNICATIONS.

IF YOU THINK ABOUT ALL  
PRESENTATIONS THAT HAVE COME  
THROUGH ON BUDGET, ARPA UPDATES.  
WE HAVE STRATEGY TEAMS  
SUPPORTING THAT WITH OUR  
RELEVANT TEAMS.

[ INAUDIBLE ]

THERE ARE SIGNIFICANT PIECES OF  
WORK AROUND EMPLOYEE SURVEY AND  
RESPONSE TO IT.

PERFORMANCE REVIEWS, HR DATA  
CLEANUP, THE CLASS PROJECT THAT  
IS ACTIVE RIGHT NOW WITHIN HUMAN  
SERVICES.

WORK TO SUPPORT SOME OF THE

AFTER SCHOOL EXPANSION.  
THEY ARE WORKING THROUGH  
SUPPORTING OUR NEW EXECUTIVE  
DIRECTOR, UNIVERSAL PRE-K AND  
THE UPDATE THAT CAME THROUGH THE  
COUNCIL.

SHORTER TERM PROJECTS TO HELP  
PUT SOMETHING TO GET THE  
PRESENTATION OUT.

SOME ARE LONGER TERM  
ENGAGEMENTS.

WITHIN CDD NICE PIECE OF WORK TO  
UPDATE SECRETARY AUGUSTUS AT  
UHLC.

WE HAD IS THIS BROADER  
CONVERSATION ABOUT AFFORDABLE  
HOUSING WORK THAT HAPPENED  
WITHIN THE CITY, COMMITMENTS THE  
COUNCIL HAS MADE AND IT HAS BEEN  
IMPORTANT GIVEN HOW BIG THE  
PIPELINE HAS GROWN TO ENSURE WE  
HAVE THAT STATE LEVEL SUPPORT.  
SOME SUPPORT FOR EQUITY,  
INCLUSION TO BUILD THAT ROAD  
MAP.

THEN FINALIZED DISCRIMINATION  
HARASSMENT POLICY.

IT IS A BIT OF SWING RESOURCE TO  
HELP WHERE THERE IS NEED FOR  
ADDITIONAL RESOURCES.

ALSO, TO SUPPORT LEADERS ACROSS  
THE ORGANIZATION.

PROJECT MANAGEMENT, ANALYTICS.  
STRUCTURED COMMUNICATIONS ARE  
PART OF HOW THE TEAM  
COLLABORATES ACROSS THE  
ORGANIZATION.

>> THANK YOU.

MY UNDERSTANDING THERE IS



ANOTHER STRATEGY POSITION THAT  
YOU ARE HIRING FOR.

>> THAT'S CORRECT.

>> IS THAT THE END OF IT OR ARE  
THERE MORE?

>> THAT IS ALL WE HAVE BUDGETED  
FOR.

TWO STRATEGY MANAGER POSITIONS  
AND WE ALSO HAVE SOME FUNDING  
FOR A BUSINESS SCHOOL FELLOWSHIP  
PROGRAM WHERE HARVARD BUSINESS

SCHOOL RUNS FELLOWSHIP WHERE  
THEY COVER 50% OF THE SALARY.  
IT IS A NICE WAY TO BRING PEOPLE  
EXCITED ABOUT GOVERNMENT AND  
HAVE THE UNIVERSITY PAY FOR HALF  
THE SALARY.

WE HAVE ENJOYED WORKING WITH  
THOSE FOLKS.

>> JUST TO TIE IT UP OR  
WHATEVER, TEE IT UP FROM  
COUNCILOR NOLAN.

SOME OF THE ASKS AROUND  
REVIEWING BOARDS AND COMMISSIONS  
CAN WE FIT THAT INTO THIS  
STRATEGY TEAM?

>> I THINK OVERALL THE ANSWER IS  
YES.

WE TEND TO BE MORE CONCRETE WHAT  
THE WORK IS.

AS WE THINK ABOUT DIFFERENT  
INITIATIVES THAT WE WANT TO MAKE  
SURE TO GET DONE, I THINK  
STRATEGY TEAM WILL CERTAINLY BE  
INVOLVED.

NECESSARILY LIKE A FULL IN TERMS  
OF SPECIFICS HOW TO ROLL OUT  
THAT KIND OF PROJECT.

I DON'T KNOW IF IT IS  
NECESSARILY LIKE WE JUST START  
WITH EACH DEPARTMENT AND START  
DOING REVIEWS.

I THINK WE ARE TRYING TO BE MORE  
STRUCTURED IN TERMS OF THINKING

THROUGH OPPORTUNITY AND HOW WE  
WOULD FUND THAT.  
THAT IS SORT OF WHY THE BENEFITS  
CONSULTANT AND WORK ON BENEFITS  
IS RISING TO THE TOP.  
WE SORT OF HAVE PLANS THAT  
HAVEN'T BEEN REVIEWED IN 10  
YEARS, HAVEN'T GONE OUT TO BID,  
THAT SORT OF CLEAR AREA OF  
OPPORTUNITY.  
I THINK AS WE WORK TOWARDS FY27  
WE WILL WORK THROUGH OTHER  
OPTIONS THAT WE SHOULD FOCUS ON.  
>> JUST MAYBE FOR NEXT YEAR'S  
BUDGET IN THE SECTION IT DOESN'T  
MENTION STRATEGY.  
I THINK THESE POSITIONS ARE

DOING WORK ACROSS CATEGORIES.  
GENERAL SENSE IN THE BUDGET  
GIVEN THEY ARE IN YOUR OFFICE  
WOULD BE IMPORTANT.  
YOU NAME SUCH A RANGE.  
NOT SAYING EVERYTHING BUT  
SOMETHING ABOUT STRATEGY TEAM  
WOULD BE HELPFUL.  
THANK YOU.  
HAVING WORKED AT MCKENSIE AND  
TAPPING INTO HBS DOESN'T HAVE TO  
BE FIVE OR 10 YEAR PROJECT FOR  
QUICK STARTING WITH LARGEST  
DEPARTMENTS.  
WE HAVE HEARD HERE WE TOTALLY  
SUPPORT STAFF.  
THERE ARE WAYS TO BETTER SUPPORT  
THEM TO BE MORE EFFICIENT  
REALLOCATE IN EXISTING BUDGET TO  
FIND WAYS TO FREE UP FUNDING FOR  
OTHER AREAS OF NEED.  
IT IS CLEARLY SOMETHING WE ARE  
IN THE POSITION MANY OTHER  
CITIES ARE NOT IN POSITION TO  
DO.  
WE SHOULD BE ABLE TO DO THAT.  
I WOULD EXPECT WITH THE 50%

INCREASE IN STAFFING THIS IS  
SOMETHING WE SHOULD SEE THE  
EVIDENCE OF ACROSS THE BOARD AND  
REALLY I THINK GLAD TO SEE THE  
BENEFITS REVIEW MOVE FORWARD AND  
ASSUMING THAT WILL LEAD TO SOME  
SAVINGS.

COUNCILOR ZUSY HAD OTHER  
QUESTIONS.

>> I SUPPORT THE RECOMMENDATION.  
EVALUATION SHOULD BE PART OF  
WHAT THE EXECUTIVE LEADERSHIP  
DOES.

ALSO IN MY I WISH THE CITY  
MANAGER'S OFFICE WOULD FUNNEL  
THE TRANSPORTATION AND DPW  
REQUESTS.

OFTEN THOSE ARE SENT TO ALL OF  
US ON THE COUNCIL.

AS I HAVE TALKED TO DEPUTY CITY  
MANAGER.

SHE WILL GET NINE OF US WILL  
FORWARD TO HER.

NOT VERY EFFICIENT.

VERY NICE IF WE COULD JUST KNOW  
IF IT CAME IN THAT YOU WOULD  
AUTOMATICALLY, ONE PERSON WOULD  
FORWARD WHATEVER IS LEADING DPW  
THE E-MAIL.

C CLICK FIX IS IN YOUR OFFICE.  
ISN'T THAT PERSON THERE?

>> TO YOU, CHAIR NOLAN.

IT IS OBVIOUSLY AN APPLICATION  
ACROSS THE CITY.

THE TECHNOLOGY IS THROUGH THE IT  
DEPARTMENT.

PRIMARY USERS ARE THE  
OPERATIONS.

>> WE GET A LOT OF E-MAILS ALL  
OF US DO ABOUT INTERSECTIONS,  
POTHOLES, LIGHTS THAT ARE OUT,  
ALL SORTS OF THINGS RELATED TO  
STREETS.

IS THAT SOMETHING THAT WOULD BE

NICE IF WE COULD KNOW ONE PERSON  
IS GOING TO FORWARD THAT ON SO  
WE EACH DON'T HAVE TO DO THAT.  
THANK YOU.

>> CHAIR NOLAN.

THIS IS OBVIOUSLY SOMETHING WE  
ARE WORKING THROUGH FOR QUITE  
SOME TIME.

ESPECIALLY AS A LOT OF THESE  
REQUESTS HAVE COME THROUGH MORE  
VIA E-MAIL.

OFTEN TIMES THEY WILL E-MAIL THE  
CITY COUNCIL, MAYOR, CITY  
MANAGER ADDRESS WHICH GOES TO A  
FEW DIFFERENT PEOPLE AND ALSO  
E-MAIL PUBLIC WORKS.

THIS IS SOMETHING WE NEED TO  
WORK ON IN TERMS OF GETTING IT  
STREAMLINED.

HOW FOLKS FEEL HEARD.

IN ADDITION WE KNOW THAT  
COUNCILORS HAVE ALWAYS PLAYED A  
ROLE IN CONSTITUENT SERVICES.  
WE WANT TO WORK WITH COUNCIL AND  
FOLKS IF THEY FEEL THEY ARE  
REPRESENTATIVE OF COMMUNITY OR  
NEIGHBORHOOD.

IT GETS COMPLICATED IN THAT  
SENSE.

IN TERMS OF THE QUESTIONS ABOUT  
SEE, CLICK, FIX.

ON THE WEBSITE WE HAVE CONTACT  
US.

YOU CAN CLICK THAT AND ASK ANY  
QUESTION.

IT COULD BE SOMETHING LIKE WHY  
IS THE WEBSITE LOOK LIKE THIS?  
CAN YOU FIX A TREE THAT JUST  
FELL DOWN?

CITY MANAGER'S OFFICE DOES  
MANAGE THE CONTACT US PAGE AND  
THE BUSINESS PROCESS.

PORTION OF SEE, CLICK, FIX.

A LOT OF THE OTHERS THAT DON'T

HAVE DEPARTMENT ASSIGNED.  
THERE IS OVERLAP WE ARE  
CONTINUING TO STREAMLINE.  
>> JUST THROUGH YOU, CHAIR.  
ONE THING I WOULD SAY VERY FEW  
REQUESTS THAT FALL THROUGH THE  
CRACKS.  
RECOGNIZING THERE IS A  
SIGNIFICANT AMOUNT OF OVERLAP TO  
THE EXTENT WE CAN STREAMLINE,  
GREAT.  
I THINK AT LEAST ONE CAN BE  
ASSURED VERY FEW INSTANCES WHERE  
REQUESTS FUEL THROUGH CRACKS.  
>> I AM VERY IMPRESSED WITH HOW  
RERESPONSIVE OUR CITY STAFF IS.  
YOU ARE AMAZING.  
AMAZING CITY STAFF.  
AWARE OF THE INEFFICIENCY AS NEW  
MEMBER OF THE COUNCIL.  
GLAD YOU ARE THINKING ABOUT  
STREAMLINING THE PROCESS.  
THANK YOU.  
I YIELD.  
>> THANKS.  
QUESTIONS ON LEADERSHIP.  
[ INAUDIBLE ]  
IT IS SOMETHING THAT WE REVIEW  
AND STREAMLINE.  
COUNCILOR SOBRINHO-WHEELER.  
>> Councilor Wilson: THANK YOU,  
CHAIR.  
THROUGH YOU.  
I APPRECIATE THE OVERVIEW AND MY  
COLLEAGUES COMMENTS AND THINGS

THEY POINTED OUT.  
WE TALKED ABOUT THE GROWTH IN  
STAFF OVER THE LAST FEW YEARS.  
AND JUST REALLY THINKING ABOUT  
THE WORKLOAD OR MANAGEMENT OF  
THE WORKLOAD.  
WHILE THAT IS LIKE COUNCIL, WORK  
OF THE CITY, SO MUCH COMMISSIONS  
AND SO MUCH MORE IS MENTIONED

HERE.

I AM THINKING ABOUT AND IT GOES  
BACK TO STRATEGY TEAM.

WHAT ARE SOME OF THE GOALS UNDER  
STRATEGY FOR THE NEXT COUPLE  
YEARS?

WHAT ARE YOU HOPING TO REALLY  
ACCOMPLISH AND TACKLE?

>> I WAS DISTRACTED.

THERE IS WHITE SMOKE COMING OUT  
OF THE CHAPEL.

AT LUNCH WE WILL FIND OUT THE  
NEW POPE.

IT IS MEANT TO BE A SUPPORTIVE  
COLLABORATIVE FUNCTION THAT  
HELPS THE CITY MAKE THE MAJOR  
CHANGES OR IMPLEMENT MAJOR  
PROGRAMS THAT WE WANT TO GET  
DONE.

A SPECIFIC THING THAT WE ARE  
FOCUSED ON.

IT DEPENDS AS WE PRIORITIZE OVER  
THE COURSE OF EACH SIX TO 12  
MONTH PERIOD, WHAT ARE THE  
INITIATIVES WE FEEL NEED MORE  
SUPPORT.

THAT IS ONE OF THE MORE NUANCED  
PIECES OF THIS BECAUSE THERE ARE  
PIECES OF WORK THAT MOVE WELL ON  
THEIR OWN.

IF YOU THINK ABOUT THE UNIVERSAL  
PRE-K ROLLOUT WE DIDN'T HAVE  
STRATEGY TEAM ON THE FIELD.

WE HIRED FANTASTIC TEAM THAT WAS  
IN THE CAMBRIDGE PRESCHOOL  
PROGRAM AND THEY HAD EVERYTHING  
FIGURED OUT.

WE ARE GOING TO IMPLEMENT THAT.  
IT DEPENDS IN TERMS OF IF YOU  
ARE ASKING OVER THE NEXT FISCAL  
YEAR WHAT IS STRATEGY TEAM GOING

TO WORK ON?

THAT IS NOT FULLY TOGETHER.  
IT IS WHAT WE ARE CURRENTLY

WORKING ON.  
IF YOU THINK ABOUT FY26 STARTS  
IN JULY.  
THE CLASS STUDY IS MAJOR PIECE  
OF WORK.  
SOMETHING WHERE CITY STAFF HAVE  
SAID WE DON'T FEEL LIKE OUR  
COMPENSATION IS FAIR EITHER WHEN  
YOU COMPARE TO MARKET OR COMPARE  
INTERNALLY TO SIMILAR ROLE IN  
ANOTHER DEPARTMENT OR WHEN YOU  
SAY THERE IS TOO MUCH WAGE  
COMPRESSION.  
MANAGER MAKING SAME AMOUNT AS  
THE TEAM.  
THAT PIECE OF WORK WILL CONTINUE  
TO THE FISCAL YEAR.  
WE WILL HAVE STRATEGY TEAM  
SUPPORT FOR THAT.  
I WOULD SEE IT MORE AS THERE ARE  
A LOT OF THINGS WE ARE TRYING TO  
GET DONE AS A CITY.  
AS THINGS COME UP WE PULL  
STRATEGY TEAM TO SHORT TERM  
PROJECTS AND LONGER TERM  
PROJECTS.  
>> THANK YOU.  
THROUGH YOU, CHAIR.  
MY QUESTION IS REALLY IN TERMS  
OF GOING BACK TO THE AMOUNT OF  
GROWTH WHO WE HAVE IN STRATEGY.  
NOT REALLY CLEAR DIRECTION OF  
THE WORK THAT WE HAVE GOING ON  
AND THINGS ARE POPPING UP, WOULD  
YOU REPEAT HOW MANY FULL-TIME  
STAFF YOU HAVE WHO ARE CURRENTLY  
DOING CERTAIN LEVEL OF WORK AND  
STRATEGY DEPARTMENT.  
>> TWO.  
>> TWO FULL-TIME PEOPLE.  
>> YOU ARE LOOKING TO HIRE  
ADDITIONAL OR ONE OF THE TWO?  
>> THAT IS ONE OF THE TWO.  
>> OKAY.  
IN TERMS OF THE ADDITIONAL WORK.  
OUT OF THE 24.  
IT IS SHOWING ME.

I WANT TO READING THIS  
CORRECTLY.  
THE 24 PEOPLE IN THIS EXECUTIVE  
LEADERSHIP DEPARTMENT.  
>> COMMUNICATION IS SIX.  
>> TO WALK THROUGH THIS.  
24 IN EXECUTIVE DEPARTMENT, 13  
LEADERSHIP, FIVE IN EXECUTIVE  
OFFICE OF HOUSING LIAISON, SIX  
IN COMMUNICATIONS AND COMMUNITY  
ENGAGEMENT.  
THE SUM OF THOSE THREE IS 24.  
>> SO THAT'S HELPFUL.  
>> YOU TALKED ABOUT SOME OF THE  
FOLKS YOU HELPED TO SUPPORT.  
IF THERE IS STRATEGY OR MEMBERS  
OF THE TEAM THAT ARE HELPING TO  
SUPPORT OTHER DEPARTMENTS ON  
SOME OF THEIR WORK.  
YOU MENTIONED A LITTLE BIT AGO  
THAT WITH THE COMMUNITY  
DEVELOPMENT DEPARTMENT.  
CDD OR DPW LIKE DIFFERENT FOLKS.  
COULD YOU SPEAK TO THOSE  
POSITIONS A LITTLE MORE IN TERMS  
IS THAT STRATEGY OR KEY PEOPLE  
HELPING TO WORK WITH LEADERSHIP  
OF THOSE DEPARTMENTS TO EXECUTE  
CERTAIN TASKS?  
>> APOLOGIES.  
WHAT IS THE QUESTION?  
>> THE PEOPLE THAT YOU HAVE OUT  
OF THE 13, THAT'S INCLUDED TWO  
STRATEGY PEOPLE UNDER THE 13?  
>> THAT'S CORRECT.  
>> IS IT SEPARATE PEOPLE WORKING  
ON DIRECT SERVICE WITH CERTAIN  
DEPARTMENTS WITH THE CITY WORK  
AS A WHOLE?  
SORRY IF THE QUESTION IS NOT  
CLEAR.  
ARE FOLKS WORKING DIRECTLY  
ONE-ON-ONE WITH KEY DEPARTMENTS.  
LIKE SOME LARGER DEPARTMENTS



HUMAN SERVICES, CDD, DPW.  
KEY PEOPLE WORKING DIRECTLY WITH  
THOSE DEPARTMENTS OR JUST  
STRATEGY PEOPLE?  
TWO STRATEGY FOLKS, ARE THEY  
ONES WORKING DIRECTLY.

I CAN UNDERSTAND WHERE DIFFERENT  
PEOPLE WORK OVERALL.  
YOU SAID IT MIGHT BE HELPFUL  
TRYING TO DO SOME STRATEGY STUFF  
WITH CDD.  
YOU MENTIONED THERE ARE AREAS  
WHERE THERE IS LIKE OTHER  
SPECIFIC THINGS THAT MAY BE  
CERTAIN PERSON IN THE ATTEMPT IS  
WORKING DIRECTLY WITH ANOTHER  
DEPARTMENT.  
ARE THOSE KEY PEOPLE OR STRATEGY  
PEOPLE?

>> I AM NOT SURE I UNDERSTAND.  
THE STRATEGY TEAM WILL HAVE  
MEETINGS AND WORK IN  
COLLABORATION WITH FOLKS IN  
DEPARTMENTS TO IMPLEMENT  
SPECIFIC PROJECT.  
IN THE CASE OF A LOT OF THE  
DIFFERENT INITIATIVES THAT ARE  
ROLLING OUT ACROSS THE CITY,  
THERE WILL BE PEOPLE ACROSS  
DIFFERENT DEPARTMENTS INVOLVED.  
ON SOME OF THOSE PROJECTS IT  
WILL INCLUDE SOMEBODY FROM THE  
STRATEGY TEAM.

IS THAT THE ANSWER TO YOUR  
QUESTION?

>> I THINK SO.  
I AM TRYING TO GET BETTER SENSE  
OF WHILE YOU HAVE ONE PERSON,  
ONE KEY PERSON DOING THAT WORK  
NOW AND SEEKING TO HAVE ANOTHER  
PERSON JOIN RELATIVELY SOON,  
THAT'S TWO PEOPLE OUT OF 13.  
I GUESS I AM TRYING TO  
UNDERSTAND.

IS THAT MANAGEABLE FOR THOSE  
ROLES OR IS IT SOMETHING OTHER  
PEOPLE IN OTHER STAFF ARE  
ACTUALLY HELPING TO DO THAT  
WORK?

>> I DON'T MEAN BE TO GET INTO  
THE WEEDS.  
WHAT I AM TRYING TO UNDERSTAND  
BECAUSE THERE IS SUCH GROWTH AND  
WE UNDERSTAND THERE HAS BEEN  
THINGS GOING ON ACROSS THE CITY  
WHERE WE NEED TO PUT A BIT MORE

ATTENTION TO.  
I AM TRYING TO UNDERSTAND  
OVERALL WHILE SOME OF THESE  
INDIVIDUALS ARE WORKING WITH KEY  
DEPARTMENTS, IS IT THAT WE NEED  
STRATEGY PERSON OR JUST NEED  
ANOTHER PERSON IN THAT  
DEPARTMENT TO HELP LAY OUT SOME  
OF THE WORK BECAUSE AREAS MAY  
HAVE GROWN, DEPARTMENTS ARE  
GROWING?

>> I WOULD SAY THAT THE REASON  
FOR THE STRATEGY TEAM IS THAT AS  
WE MAKE CHANGES ACROSS THE  
ORGANIZATION THERE IS A COMMON  
CAPABILITY AND KIND OF SUPPORT  
THAT HELPS MAKE THESE CHANGES  
HAPPEN.

IT ALSO HELPS THE CITY MANAGER'S  
OFFICE PLUG IN MORE CLEARLY TO  
STATUS AND DECISION MAKING.  
IN SOME WAYS I WOULD SAY THE  
STRATEGY TEAM FUNCTIONS A LITTLE  
LIKE PROJECT MANAGEMENT.

I DON'T THINK THAT IS THE RIGHT  
TERM.

PROJECT MANAGEMENT HAS ITS OWN  
SPECIFIC MEANING.

DISCIPLINE, YOU CAN GET  
CERTIFIED.

I THINK PROJECT MANAGEMENT  
OFFICE IS NOT THE RIGHT FIT FOR

WHAT WE NEED AS A CITY.  
IT ENDS UP BEING TOO RIGID.  
YOU ADD PEOPLE THAT DON'T END UP  
IN THE PROCESS.  
IT GETS THE BENEFIT OF PROJECT  
MANAGEMENT OFFICE.  
ALSO HAS BROADER  
RESPONSIBILITIES.  
I WOULD SAY COMMON SET OF SKILLS  
THERE AROUND PROJECT MANAGEMENT,  
COMMUNICATIONS ANALYTICS,  
PROBLEM SOLVING.  
THOSE ARE ALL THINGS THAT I  
THINK ARE COMMON ACROSS  
INITIATIVES ACROSS ALL OF THESE  
DIFFERENT DEPARTMENTS.  
THAT IS WHY IT IS VALUABLE TO  
THAT CENTRALLY.

IN TERMS OF THE CHALLENGE OF  
ADDING ANOTHER PERSON WITHIN THE  
DEPARTMENT, ONCE THAT DEPARTMENT  
HAS FINISHED THAT INITIATIVE  
THEN YOU MAY NOT NEED THAT  
PERSON ANY MORE.  
IT IS MUCH MORE EFFICIENT TO  
HAVE SOMEBODY CENTRAL WHO CAN  
WORK FOR A LITTLE BIT OF TIME ON  
THIS SMALL PROJECT AND MOVE TO  
ANOTHER DEPARTMENT AND ANOTHER  
DEPARTMENT.  
IF YOU THINK ABOUT IT I AM  
DESCRIBING NOT A LOT OF FTEs  
RIGHT NOW.  
THEY WORKED ON AND I WALKED  
THROUGH MAYBE 15 OR 20 PROJECTS  
OVER THE COURSE OF LAST YEAR.  
IF THEY WERE TO TRY TO ADD  
POSITIONS WITHIN THOSE  
DEPARTMENTS TO SUPPORT THOSE  
PROJECTS, I THINK WE WOULD BE  
TALKING ABOUT A LOT MORE  
POSITIONS.  
I THINK THIS IS ACTUALLY A  
IMPORTANT PART OF COUNCIL WANTS

US TO BE MAKING CHANGES NOT TO  
SIMPLY BE RUNNING THE SAME WAY  
WITHIN OUR DEPARTMENTS AS  
BEFORE.

A LOT OF THE SUPPORTING NEED IS  
TO HAVE THAT FLEXIBLE RESOURCE  
TO GO ON AND TO DO THE PROJECT  
AND MOVE TO THE NEXT ONE.

>> THANK YOU.

MY FINAL QUESTION TODAY AND I  
APPRECIATE RESPONSE.

IN TERMS OF STRATEGY TEAM VERSUS  
JUST BRINGING IN CONSULTANTS TO  
DO WORK.

WHY ARE WE THINKING STRATEGY,  
FOLKS THAT ARE PART OF FTE  
VERSUS FOLKS CONSULTING WITH  
COME IN.

>> THROUGH YOU, CHAIR.

I THINK THE CHAIRMAN CAN SPEAK  
TO THIS.

DELTA BETWEEN THE PAY IN THE  
MARKET MARGIN AND OVERHEAD TO  
BRING IN A CONSULTANT TO DO

THESE PROJECTS IS EXTRAORDINARY.  
TO SPEAK HOW WE HAVE DONE SOME  
OF THE RECRUITING, I THINK  
EXECUTIVE RECRUITING IS  
EXPENSIVE.

YOU HAVE TO GO AND HAVE TO  
CONTRACT AND YOU HAVE TO PROCURE  
TO BRING IN A RECRUITING FIRM.  
WHAT WE HAVE GOT WITH STRATEGY  
TEAM IS AND REALLY APPRECIATE  
IT.

YOU HAVE PEOPLE WHO WERE THE  
FOLK WAS YOU WOULD HIRE TO BE  
CONSULTANTS.

BECAUSE THEY ARE SO EXCITED  
ABOUT BEING PART OF THE PUBLIC  
SECTOR, PART OF MUNICIPAL  
GOVERNMENT TO ACCEPT LOWER WAGES  
TO DO MORE EXCITING WORK.  
THAT IS OUR SELL.

A LOT OF THE SELL TO FOLKS WHO CAN DO THIS WORK REALLY WELL IN THE PRIVATE SECTOR IS TO SAY IN PRIVATE SECTOR YOU DO THIS AND THE PROJECT IS OVER AND YOU DON'T GET TO SEE WHAT HAPPENS. HERE YOU GET FOLKS THAT SEE THIS IS HOW GOVERNMENT WORKS, HOW CHANGE HAPPENS.

YOU GET TO BOTH BUILD RELATIONSHIPS WITH DEPARTMENTS YOU ARE WORKING WITH AND SEE IT THROUGH.

YOU CAN SEE IMPACT EVEN AFTER YOU ARE DONE WITH THE PROJECT.

>> THANK YOU.

PLEASE NOTE I AM NOT TRYING TO ADVOCATE.

WITH THAT BEING SAID AS WE THINK ABOUT SOME OF THE OTHER DEPARTMENTS HAVING SIGNIFICANT BE NUMBER OF CONSULTANTS COMING IN.

HOW DO WE THINK THIS STRATEGY TEAM WOULD HELP WITH WORK CHARTED OUT.

>> SOMEONE HERE BEFORE STRATEGY TEAM ARRIVED THEY BROUGHT EXTRAORDINARY VALUE IN TERMS OF THING ABLE TO STEP IN AND OUT OF

DEPARTMENTS.

CRYSTALIZING ISSUES FOR VARIOUS DEPARTMENTS AS WE WORK THROUGH NEW INITIATIVES.

I CAN SPEAK IN TERMS OF PUBLIC INVESTMENT APPROACH.

WE PRESENT TO CITY COUNCIL OR TO THE FINANCE COMMITTEE IN DECEMBER OF LAST YEAR.

WE WERE ABLE TO FIND BE \$19 MILLION IN TERMS PUBLIC INVESTMENT OVER FIVE YEARS TO DELAY OR DEFER.

THAT HAPPENS AS A RESULT OF A

LOT OF THE WORK THAT THE  
STRATEGY TEAM DOES WITH FINANCE  
TEAM, PUBLIC WORKS, COMMUNITY  
DEVELOPMENT.  
EXTRAORDINARILY VALUABLE TO US  
IN THAT REGARD.  
IT COMES RELATIVELY CHEAP WHAT  
YOU WILL PAY FOR MANAGEMENT  
CONSULTANT.  
WHEN YOU THINK ABOUT CONSULTANTS  
WE ABOUT IN THE CITY, TYPICALLY  
CONSULTANTS YOU ABOUT AT PUBLIC  
WORKS AND CAPITAL BUILDINGS ARE  
PEOPLE WHO SPECIALIZED SKILLS.  
DEPARTMENT OF PUBLIC WORKS.  
ON OCCASIONAL BASIS WE ABOUT  
PEOPLE WHO DEAL WITH HAZARDOUS  
WASTE BECAUSE THERE ARE CERTAIN  
PROJECTS WHERE WE ARE DIGGING UP  
STREETS.  
WE KNOW WE WILL ENCOUNTER  
MATERIALS THAT ARE UNIQUE AND  
NEED TO BE DEALT WITH ACCORDANCE  
WITH SPECIFIC REQUIREMENTS.  
IF WE ARE WORKING AT THE PARK.  
WE HAVE A LANDFILL.  
WE ARE GOING TO NEED SOMEONE  
WITH SPECIAL SKILLS IN TERMS OF  
THAT AREA.  
WE HAVE MODELING IN TERMS OF  
BUILDINGS THAT HAPPENS.  
THESE ARE SKILLS THAT WE DON'T  
POSSESS.  
WE DON'T NEED THEM ALL OF THE  
TIME.  
WE NEED THEM ON OCCASIONAL BASIS

TO MAKE SURE THE BUILDINGS WE  
ARE BUILDING ARE THE BEST THAT  
THEY CAN BE FOR THE COST THEY  
ARE COSTING US.  
SMALL PRICE WE PAY IN TERMS OF  
OVERALL AMOUNT OF MONEY WE PAY  
FOR THESE PROJECTS.  
BEYOND THAT IMPORTANT TO NOTE

THAT AS WE COME BEFORE CITY  
COUNCIL AND WE PRESENT PROJECTS  
TO YOU, YOU ASKED US TO MAKE  
SURE THEY ARE THOROUGH AND  
COMPREHENSIVE.

FOR US TO PRESENT YOU WITH THOSE  
PROJECTS APPROPRIATELY, WE NEED  
TO HAVE THE SKILLS THESE PEOPLE  
PROVIDE TO US ON AN OCCASIONAL  
BASIS.

NOT CONSISTENT BASIS.

TO ABSORB THOSE WOULD BE  
EXTRAORDINARY EXPENSIVE.

TO DO SO ON OCCASIONAL BASIS WE  
GET GOOD VALUE FOR MONEY FROM  
THAT PERSPECTIVE.

>> THANKS.

WE NEED CONSULTANTS SOMETIMES.  
IN MANY PARTS OF THE CITY WE  
OVER USE CONSULTANTS.

WE NEED TO REVIEW CONSULTANTS.  
IF THERE IS A CONSULTANT WITH  
FIVE DEPARTMENTS WE HAVE ONE  
PERSON ON STAFF.

IT DEPENDS ON SPECIFICS.

THAT IS PART OF THE REVIEW.  
WHAT WE HEAR IS INCREASE THIS.  
THAT IS WHAT WAS SAID WHAT IS  
THE BENEFIT?

SPECIFICS ON THAT WOULD BE  
HELPFUL TO UNDERSTAND.

EXPECTATION CITY WOULD RUN  
BETTER AS A RESULT OF THIS.

QUESTION IS HOW IS IT RUNNING  
BETTER OR NOT?

IF IT IS NOT UNDERLYING QUESTION  
WHY DID WE INCREASE THAT STAFF  
IN RUNNING BETTER WE SHOULD KNOW  
AND BE ABLE TO ARTICULATE HOW IT  
IS.

I WOULD LIKE TO GO FORWARD WITH  
A BUNCH OF DEPARTMENTS.

MAYBE THIS IS A TIME IF THERE  
ARE NO OTHER QUESTIONS ON THIS

LEADERSHIP.

THROUGH MYSELF TO YOU, ARE THERE  
STAFF HERE WHO WE SHOULD PUSH  
FORWARD OR TAKE A BREAK?

>> I WILL DEFER TO THE COUNCIL.  
WE DO HAVE COMMUNICATION AND  
COMMUNITY ENGAGEMENT AND TOURISM  
AND HOUSING.

I THINK MAYBE BECAUSE WE WERE  
SIGNALING TO GET THROUGH  
EXECUTIVE THEY ARE ALL HERE.

>> IS THAT OKAY WITH COUNCIL TO  
KEEP GOING?

OKAY.

IF WE ARE DONE WITH LEADERSHIP.  
ENTERTAIN A MOTION.

>> IF WE ARE ABLE TO GET THROUGH  
ALL THREE THAT WOULD BE  
FANTASTIC.

IF WE WANTED TO DO TOURISM FIRST  
BECAUSE THEY ARE NOT CITY FOLKS  
THAT ARE JUST GOING TO BE HERE  
WE COULD DO TOURISM FIRST.

IF WE KNOW WE WILL GET THROUGH  
ALL OF THEM, I WILL DEFER TO THE  
CHAIR.

>> I AM LOOKING AT COLLEAGUES  
FOR PREFERENCE ON THAT.

>> TOURISM.

>> THEN COMMUNICATIONS AND  
HOUSING IF WE CAN.

>> IF WE CAN DO THIS IN 25  
MINUTES.

>> IT WOULD BE HELPFUL TO KNOW  
HOW MANY QUESTIONS WE ARE  
TALKING ABOUT.

>> THEY ARE IN FRONT OF YOU WHAT  
WAS SUBMITTED.

IS THERE A MOTION TO MOVE THE  
EXECUTIVE LEADERSHIP EVEN THOUGH  
THERE ARE QUESTIONS.

MAYBE WITH SOME TREPIDATION TO  
MOVE TO FULL CITY COUNCIL WITH  
FAVORABLE RECOMMENDATION  
UNDERSTANDING THERE MAY BE  
ADDITIONAL NOT HIRING CONSULTANT  
TO DO OR SUMMARY OF CITY MANAGER



FOR WHAT TEAM DOES AND HOW IT

HAS IMPROVED OVER TIME BECAUSE I  
THINK THAT SEEMS TO BE AT THE  
CORE OF WHAT MANY OF US ARE  
ASKING?

IF I COULD HAVE A MOTION.

>> SO MOVED.

>> COUNCILOR SOBRINHO-WHEELER TO  
MOVE EXECUTIVE LEADERSHIP BUDGET  
TO FULL CITY COUNCIL WITH  
FAVORABLE RECOMMENDATION.  
NO DISCUSSION.

ROLL CALL.

>> COUNCILOR AZEEM.

>> YES.

>> McGOVERN.

>> YES.

>> NOLIN.

>> YES.

>> SIDDIQUI.

>> YES.

>> WHEELER.

>> YES.

>> TONER ABSENT.

WILSON.

>> YES.

>> AN ZUSY.

>> YES.

>> MAYOR SIMMONS ABSENT.

SEVEN MEMBERS IN AFFIRMATIVE.

TWO ABSENT.

>> WE WILL MOVE TO TOURISM.

THEN BACK TO THE EXECUTIVE  
COMMUNICATIONS AND HOUSING  
LIAISON.

THERE WERE MANY QUESTIONS  
SUBMITTED FROM COUNCILOR  
SOBRINHO WHEELER, WILSON.  
COUNCILOR SOBRINHO WHEELER.

>> FIRST QUESTION ON THE METRICS  
OF TOURISM ABOUT VISITS TO THE  
CITY AND EFFECTIVENESS OF  
MARKETING CAMPAIGNS.

HOW MANY CLICKS DO THEY LEAD TO,

HOW MANY VISITS, HOW MUCH  
REVENUE, WHAT KIND OF DEBT OF  
TOURISM?

>> THROUGH YOU, I AM THE  
DIRECTOR FOR TOURISM.  
I AM HAPPY TO ANSWER QUESTIONS.  
IN REGARDS TO DATA AND METRICS.

[ INAUDIBLE ]  
>> COULD YOU MOVE CLOSER.  
>> IN TERMS OF METRICS THAT WE  
RECEIVE AT THE OFFICE WE HAVE A  
BUNCH OF DIFFERENT THIRD-PARTY  
DATA WE LOOK AT.  
WHICH INCLUDES PINNACLE REPORTS,  
BOSTON LOGAN, ALSO THE I  
SUBSCRIPTION WE SHARE WITH  
BUSINESS ASSOCIATIONS.  
THE CITY MANAGER'S OFFICE AS  
WELL AS REQUESTED.  
WE TAKE A LOOK AT THAT ON A  
MONTHLY BASIS TO MAKE SURE  
TOURISM TRENDS WE KNOW WHAT IS  
GOING ON IN THE CITY.  
WHEN IT COMES TO KPI AND  
ASSESSMENT OF WORK WE DO.  
WE DO HAVE IN TERMS OF  
MARKETING.  
CLICK THROUGH, ENGAGEMENTS,  
IMPRESSIONS.  
GREAT RESULTS WITH NEW CAMPAIGN  
WE LUNCHED IN JULY.  
WORK WITH ADVERTISING AT BOSTON  
AIRPORT AND EXPEDIA AND UBER  
NUMBERS ARE WHERE THEY SHOULD BE  
AND WE CAN REACT AND PIVOT AS WE  
NEED TO.  
>> MY FIRST TERM THE COUNCIL  
PASSED HOTEL LEVY.  
FUNDING TO TOURISM.  
HOW MUCH FUNDING IS TOURISM  
GETTING FROM LEVY.  
>> THAT IS LEGISLATURE THAT WAS  
PASSED IN FISCAL YEAR 2021.  
ESTIMATING FOR NEXT YEAR LOOKING

AT A MILLION DOLLARS THE THROUGH ASSESSMENTS.

THOSE FUNDS ARE MARKET DEPENDENT.

WE ARE MAKING SURE WE ARE ON TOP OF TRENDS SO WE KNOW HOW MUCH FUNDING WE HAVE.

>> HOW DO YOU DEFER MIN FROM LEVY VERSUS GENERAL FUND.

>> I WOULDN'T SAY WE DERM AMOUNT OF MONEY.

WE LOOK AT FUNDS TO SEE WHAT TO DO WITH FUNDS WE RECEIVE AND

THAT DETERMINES OUR STRATEGIC PLANNING TO MAKE SURE WE ARE PUTTING THE CITY'S NAME OUT THERE TO LEISURE AND MEETING PLANNERS DOMESTICALLY AND INTERNATIONALLY.

WE ARE STAYING CLOSE TO TRENDS. A LOT OF RHETORIC FROM WASHINGTON, D.C. TO MAKE SURE WE ARE ON TOP OF THAT AND WE HAVE ABILITY TO PIVOT AND BE FLEXIBLE.

WITH EVERYTHING WITH THE ADMINISTRATION NOT A GREAT SITUATION FOR US TO TAKE FOOT OFF THE GAS.

MAKING A LOT OF IMPACT WITH CAMPAIGN RIGHT NOW.

BEING STRATEGIC WITH FUNDS. STILL ABLE TO BE FLEXIBLE AND PIVOT AS WELL.

>> I WILL FOLLOW UP ON THAT. FOLKS MAY OR MAY NOT KNOW THIS. CITY MANAGER'S OFFICE HAS REPRESENTATIVE ON TOURISM BOARD. I AM THAT REPRESENTATIVE. CANDICE CAN FOLLOW UP MORE. TDMD FUNDS TOURISM DESTINATION MARKETING DISTRICT FUNDS ARE MANAGED BY HOTEL BOARD REPRESENTATIVES.

IN ADDITION TO WHAT CANDICE WAS  
SAYING THERE IS OVERSIGHT BOARD  
TO SPEND THOSE FUNDS.  
HOW DETERMINED?  
IT IS PART OF THAT IS HOW THEY  
ARE REVIEWING APPLICATIONS FOR  
FUNDING.  
ADDITION THERE IS PER  
LEGISLATION SPECIFICITIES TO HOW  
THOSE FUNDS ARE SPENT.  
MARKETING RELATED, CONNECT TO  
HOTELS.  
OPERATING BUDGET SUPPORTED BY  
GRANT FROM THE CITY IS DIFFERENT  
THAN HOW THE FUNDS ARE SPENT.  
>> I WILL EXPLAIN BETTER WHAT I  
WAS TRYING TO ASK.  
THANK YOU.  
TO CLARIFY HOW MUCH FUNDING IS

TOURISM DEPARTMENT REQUESTING  
FROM DENRAL FUND SEP-- GENERAL  
FUND?  
>> \$532,000.  
>> THANK YOU.  
I YIELD.  
>> COUNCILOR SIDDIQUI, ARE YOUR  
QUESTIONS ANSWERED?  
FOLLOW UP ON EFFECTIVENESS WOULD  
BE GREAT.  
IF YOU DON'T KNOW NOW HOW IS IT  
MEASURED IF WE COULD GET MEMO  
WHAT THOSE CLICKS WERE.  
ONE OF THE OTHER QUESTIONS THE  
SPECIFIC GOALS.  
I LOVE THE SMART GOALS WHICH I  
NOTICED WERE NOT IN EXECUTIVE  
LEADERSHIP.  
GOALS AND OBJECTIVES.  
SPECIFIC GOALS RELATED TO  
VISITORS NOT JUST HOTEL  
OCCUPANCY.  
HOW WE MEASURE VISITORS.  
IDEALLY WE NEED RESULT OF OUR  
TOURISM DOLLARS AS OPPOSED TO

VISITORS.  
MIT OR HARVARD ARE HAVING  
COMMENCEMENT.  
THAT WOULD BE GREAT TO GET THOSE  
MEASURES FOR THE EFFECTIVENESS.  
>> COUNCILOR NOLAN WE HAVE  
QUARTERLY E-MAIL SINCE REBRAND  
LAST JULY WITH RESULTS, CLICK  
THROUGH AND TOURISM NUMBERS TO  
BOARD AND OVERSIGHT COMMITTEE  
AND MEMBERS OF THE CITY  
MANAGER'S OFFICE THROUGH  
ECONOMIC DEVELOPMENT.  
WE WOULD SHARE WITH OTHER FOLKS  
AS WELL.  
WE HAVE A GOAL FOR NEXT YEAR  
BASED ON VISITOR'S CENTER  
COUNTS.  
WE EXPECT TO SEE INCREASE WHEN  
WE MOVE TO NEW CAMBRIDGE KIOSK  
IN HARVARD SQUARE WHICH WE ARE  
EXCITED ABOUT.  
IN E-MAILS ONE PIECE OF  
ADVERTISING LAST YEAR IN FIRST  
SIX MONTHS THROUGH EXPEDIA DROVE

\$1.3 MILLION TO HOTELS.  
ONE PIECE OF THE ADVERTISING WE  
WANT TO KEEP IN OUR BUDGET TO  
KEEP DOING.  
WE CAN SEE THE EXACT RIO TO  
HOTELS AND ENDS UP IN THE HOTEL  
AND MOTEL TAX FOR THE CITY.  
>> ANY OTHER QUESTIONS?  
>> I HAVE A QUICK QUESTION IN  
REGARDS TO THIS OFFICE OFFERS  
GRANTS TO VARIOUS ORGANIZATIONS,  
FOLKS DOING BUSINESS OR HOSTING  
EVENTS THROUGHOUT THE CITY.  
CAN YOU EXPLAIN HOW INDIVIDUALS  
OR WHO IS ELIGIBLE TO APPLY AND  
HOW THAT FUNDING IS AWARDED?  
>> THROUGH YOU COUNCILOR NOLAN.  
YES, EVERYTHING IS LISTED ON THE  
WEBSITE.

SPECIFIC GUIDELINES.  
IT HAS TO TAKE PLACE IN  
CAMBRIDGE, HAS TO IMPACT HOTELS.  
THAT IS NOT SOMETHING THAT HOUSE  
TO GIVE BENEFIT BACK TO THE  
COMMUNITY OR DRAW TOURISM TO THE  
CITY.  
THAT PROCESS YOU APPLY.  
THERE IS A WINDOW BASED ON  
TIMING OF YOUR EVENT.  
THOSE SPONSORSHIP REQUESTS ARE  
BROUGHT TO OUR TDMD OVERSIGHT  
COMMITTEE WE MEET ONCE EVERY  
MONTH.  
THEY REVIEW APPROVE AND THE  
FUNDS ARE GRANTED.  
WE HAVE IN THE PAST SINCE  
INCEPTION OF TDMD FUNDING WE  
HAVE GIVEN OVER \$414,000 IN  
GRANTS TO LOCAL ORGANIZATIONS  
FOR COMMUNITY EVENTS,  
SPONSORSHIPS AND PROGRAMMING.  
SOME OF THE HIGHLIGHTS WOULD  
BECAME BACK JAZZFEST, INNOVATION  
TRAIL.  
CHOCOLATE EVENT IN FEBRUARY,  
DANCE FOR THE WORLD FESTIVAL,  
HOLIDAY FAIR AND CAMBRIDGE 250  
CELEBRATIONS NOW.  
WE ARE WORKING CLOSELY WITH THE  
CITY ON THAT, TOO.

I HOPE THAT ANSWERS YOUR  
QUESTION.  
>> THANK YOU.  
JUST TO FOLLOW UP WHAT IS  
ALLOTMENT IN TERMS OF GRANTS YOU  
WOULD OFFER IN THE COURSE OF  
FISCAL YEAR?  
>> NEXT YEAR AGAIN DEPENDING ON  
THE MARKET ENDING UP WITH  
FUNDING FROM TDMD \$200,000.  
THAT IS ALL APPROVED THROUGH  
TDMD OVERSIGHT COMMITTEE.  
THOSE FUNDS CAN BE INCREASED OR

DECREASED DEPENDING ON QUARTERLY  
CHECKS THROUGH THE TDMD  
LEGISLATURE.

>> I SEND YOU AN E-MAIL.

>> TO FOLLOW UP WHAT I WAS GOING  
TO TEE UP, CHAIR NOLAN.

DEEPER DIVE WILL BE NEEDED.

IN A YEAR THE TDMD FUNDS COME  
FOR RE-CERTIFICATION AS FOLKS  
MAY OR MAY NOT REMEMBER.

COUNCILOR WHEELER WAS HERE OUT  
OF STATE ECONOMIC DEVELOPMENT  
BILL THAT ALLOWED BOSTON AND  
CAMBRIDGE TO CREATE THE  
DISTRICT.

IT IS AFTER FIVE YEARS IT NEEDS  
RE-CERTIFIED AND COUNCIL NEEDS  
TO VOTE ON THAT.

AS PART OF THAT THERE WILL BE  
NEGOTIATIONS HOPEFULLY POSITIVE  
ONES.

CAMBRIDGE MAY RECEIVE MORE  
FUNDING FROM THE ALLOTMENT THAT  
COMES IN.

WE ARE ABOUT 33CENTS ON DOLLAR  
THAT GO TO BOSTON AND BACK HERE.  
IN THE FUTURE NEXT YEAR WE COULD  
HAVE ECONOMIC DEVELOPMENT  
HEARING ON THAT AND BE VALUABLE.  
I WANT TO SAY BEFORE WE CLOSE  
HERE.

I WANT TO GIVE CANDICE BIG THANK  
YOU.

DAVID WAS HERE BUT HE HAD TO  
LEAVE.

DAVID MARS, CHAIR OF THE BOARD.  
I WANT TO THANK CANDICE FILLING

IN AS INTERN WITH ORGANIZATION  
FOR A FEW YEARS PRIOR CULBERTSON  
WAS HERE AND FILLED THE HOLES  
AND DONE A GREAT JOB KEEPING THE  
ORGANIZATION GOING FORWARD.  
REALLY WORKS WELL WITH THE CITY.  
THANK YOU, CANDICE FOR BEING

HERE.  
FIRST BUDGET WITH THE COUNCIL.  
THANK YOU FOR THAT.  
>> I AM CURIOUS ABOUT THE GRANTS  
AND THE THINGS YOU MENTIONED THE  
DOLLARS GO TO.  
COULD THAT GO UNDER THE ARTS  
COUNCIL DEPARTMENT?  
I AM THINKING ARTS, CELEBRATION,  
THAT KIND OF STUFF.  
I AM CURIOUS WHY IT IS IN  
TOURISM VERSUS IN THAT  
DEPARTMENT NOW THAT I AM  
SPEAKING OUT LOUD.  
>> I THINK CANDICE CAN TALK  
SPECIFICALLY ABOUT TDMD FUNDS.  
ARTS COUNCIL IS NOT ALLOWED TO  
MANAGE THESE FUNDS.  
THEY ARE MANAGED BY HOTELS  
THROUGH OFFICE OF TOURISM.  
THAT IS WHY THOSE FUNDS ARE  
THERE.  
>> THANK YOU VERY MUCH.  
I YIELD.  
>> IN THE MEANTIME WE HAVE HEARD  
FROM CANDICE, INTERIM DIRECTOR.  
THANK YOU FOR STEPPING IN.  
MR. NELSON THANKS FOR SERVING.  
SORRY WE DIDN'T HEAR FROM DAVID  
MAR.  
THOSE ARE THE QUESTIONS.  
I WOULD HAVE A MOTION FROM  
COUNCILOR SOBRINHO-WHEELER TO  
FORWARD TOURISM ALLOCATION FROM  
CITY UNCHANGED FROM LAST COUPLE  
YEARS.  
MOST FUNDING FROM THE HOTEL WITH  
THE RECOMMENDATION OF CITY  
COUNCIL.  
I DON'T SEE DISCUSSION ROLL  
CALL.  
>> AZEEM.  
>> YES.  
  
>> McGOVERN.



>> YES.  
>> NOLAN.  
>> YES.  
>> SIDDIQUI.  
>> YES.  
>> WHEELER.  
>> GENTLEMEN.  
>> TONER.  
>> YES.  
>> WELL SON.  
>> YES.  
>> ZUSY.  
>> YELL.  
>> ONE RECORDED AS ABSENT.  
[ INAUDIBLE ]  
NEXT THE COMMUNICATIONS AND  
COMMUNITY ENGAGEMENT.  
I DID SEND IN A FEW QUESTIONS.  
I AM HAPPY TO HAVE THOSE IN THE  
PUBLIC RECORD TO BE ANSWERED AT  
ANOTHER TIME.  
THEY ARE A LITTLE MORE SPECIFIC.  
IF YOU ARE INTERESTED IN THEM I  
WANT THEM ANSWERED.  
WE DON'T HAVE TO GO OVER THEM  
NOW.  
I BELIEVE THAT TO COUNCILOR  
SIDDIQUI, COUNCILOR  
SOBRINHO-WHEELER AND COUNCILOR  
ZUSY SEE SUBMITTED QUESTIONS  
COUNCILOR SOBRINHO-WHEELER.  
>> COUNCILOR SIDDIQUI.  
>> WORKING ACROSS THE  
DEPARTMENTS I WANT TO CLARIFY  
DOES THIS REPRESENT ALL STAFF  
CARRYING OUT COMMUNITY  
ENGAGEMENT WORK OR DEPARTMENTS  
NOT YET PART OF THIS  
COORDINATION?  
>> GOOD AFTERNOON, MADAM CHAIR,  
I WAS WONDERING IF I COULD  
QUICKLY INTRODUCE MEMBERS OF OUR  
OFFICE THAT ARE HERE.  
I THINK IT TIES INTO THE  
QUESTIONS THAT COME IN TERMS  
WHAT WE DO, HOW WE HAVE GROWN  
OVER THE YEARS.

I THINK FOR NEWER COUNCILORS  
HELPFUL TO UNDERSTAND ABOUT THE

OFFICE.

AMY TAMAYO IS FOUNDING MEMBER OF  
THE OFFICE WHEN IT WAS CREATED  
IN 1990s.

THEN IN 2013 I JOINED THE OFFICE  
WHEN THIS POSITION WAS CREATED.  
THEN WE HAD TWO ADDITIONAL  
POSITIONS.

ONE IN FY19 AND ONE IN 23  
CREATED IN THE OFFICE.

WHEN CITY MANAGER CAME WE HAD  
TWO VACANT POSITIONS.

WE RESTRUCTURED THOSE POSITIONS.  
OFFICE OF FOUR TO CREATE CONTENT  
MANAGEMENT.

[ INAUDIBLE ]

WE ADDED ONE NEW POSITION TO  
ALLOW INTERNAL COMMUNICATIONS  
MANAGER.

DARREN MCNEAL.

DIRECTOR COMMUNITY ENGAGEMENT  
MOVED TO OUR OFFICE FILLED BY  
JACKSON PRICE.

TWO OTHER REALLY CRITICAL PIECES  
I BELIEVE IN OUR OFFICE ARE OUR  
TWO NORTHEAST CO-OP STUDENTS.  
WE HAD FOR SEVEN YEARS.

INTEGRAL PART OF THE TEAM ANNA  
BELL AND ALICE SADO GRAPHIC  
DESIGN AND GENERAL

COMMUNICATIONS COST-EFFECTIVE  
WAY FOR US TO FILL GAPS IN WORK  
WE HAVE.

ALSO TO BE ABLE TO PROVIDE  
STRUCTURE AND TRAINING TO PEOPLE  
WHO ARE ASPIRING TO NOT ONLY GO  
IN THIS PROFESSION BUT TO  
INSPIRE THEM TO GO INTO PUBLIC  
SERVICE SEE THIS AS VALUABLE  
SORT OF PEACE.

IN TERMS OF COUNCILOR SIDDIQUI'S  
QUESTIONS, JACKSON DO YOU WANT

TO TALK HOW THE COMMUNITY  
ENGAGEMENT TEAMS ACROSS THE CITY  
HAVE GROWN SINCE LAST UPDATE?

>> THANK YOU.

GOOD AFTERNOON EVERY ONE.

THANK YOU FOR THE QUESTION.

YES, IN 2023 WE PROVIDED A HIGH  
LEVEL OVERVIEW OF STAFF THAT

FOCUS ON THE COMMUNITY  
ENGAGEMENT FUNCTION, PUBLIC  
WORKS, DEPARTMENT OF  
TRANSPORTATION, BUDGET.  
HUMAN SERVICES AND OTHERS.  
THAT HAS REMAINED LARGELY THE  
SAME SINCE THEN WITH THE ONLY  
REAL SIGNIFICANT ADDITION BEING  
MY POSITION AS LEE JUST  
DESCRIBED.

DOESN'T INCLUDE COMMUNITY SAFETY  
DEPARTMENTS, COMMUNITY  
ENGAGEMENT MANAGER.

IT ALSO DOESN'T REFLECT THE  
FOLKS AT THE LIBRARIES DOING  
GREAT WORK.

MANAGER OF COMMUNICATIONS AND  
EVENTS, COMMUNICATIONS  
COORDINATOR.

COUPLE FOLKS AT POLICE  
DEPARTMENT DOING MEDIA  
COMMUNICATIONS.

DIRECTOR OF OUTREACH AND  
COMMUNITY PROGRAMS, PUBLIC  
HEALTH DEPARTMENT HAS COMMUNITY  
ENGAGEMENT PERSON AND A DIRECTOR  
OF COMMS AND MARKETING.

EVERYTHING ELSE HAS REMAINED  
CONSISTENT BARRING A COUPLE  
MINOR CLASSIFICATIONS WITHIN THE  
DEPARTMENTS.

I WOULD NOT AS THE REPORT IN 23  
LISTS AT THE BOTTOM.

THIS IS NOT EVERYBODY WHO  
FOCUSES ON THE FUNCTION.

THERE ARE A LOT OF PROJECT

MANAGERS, DESIGN MANAGERS,  
ENGINEERS AND PLANNERS WHO  
SUPPORT ENGAGEMENT FUNCTION AS  
WELL.

IT IS A SNAPSHOT.

>> THAT ANSWERS MY QUESTION.  
I WILL GET AN UPDATE AT SOME  
POINT.

>> YES, THANK YOU, THROUGH YOU,  
CHAIR TO COUNCILOR SIDDIQUI.  
FOCUSED ON BEING PROACTIVE IN  
COMMUNICATION WITH COUNCIL.  
THIS CAN FALL UNDER THAT FOCUS  
AS WELL.

I DID PROVIDE UPDATE FIVE MONTHS  
AGO IN DECEMBER ON ENGAGEMENT  
FUNCTION.

I WILL CONTINUE TO PRIORITIZE  
THAT IN COMING MONTHS AND YEAR.

>> THANKS.

COUNCILOR SOBRINHO-WHEELER AND  
THEN VICE MAYOR McGOVERN.

>> THANK YOU, THROUGH YOU CHAIR  
NOLAN.

COUPLE QUESTIONS.

WE ARE ONLY NEW ENGLAND BE CITY  
CERTIFIED FOR GOLD LEVEL IN  
2024.

CAN YOU TALK ABOUT THAT AND IS  
THERE A BRONZE LEVEL?

IS GOLD THE HIGHEST?

PLATINUM.

COULD YOU TALK ABOUT THAT,  
PLEASE.

>> THANK YOU FOR THE QUESTION.

WHAT WORKS CITY INITIATIVE.

CERTIFICATION PROCESS IS  
SOMETHING THAT STARTED IN 2017.

IT IS FUNDED BY BLOOMBERG  
PHILANTHROPIES.

IT IS AN ORGANIZATION THAT  
FOCUSES ON SETTING FRAMEWORK FOR  
WHAT DOES A WELL DATA DRIVEN  
ORGANIZATION LOOK LIKE?

THEY BRING TOGETHER  
STAKEHOLDERS, CREATE CRITERIA.  
WE SUBMIT INFORMATION IN TERMS  
HOW WE MEET CRITERIA.  
BRONZE, SILVER, GOLD, PLATINUM.  
NOW ONLY THREE PLATINUMSER FID  
CITIES IN COUNTRY.  
TEMPE, PHOENIX AND I FORGET THE  
LAST ONE.  
WE START AT SILVER AND UPGRADED  
TO GOLD.  
HAVE BEEN THERE A FEW YEARS.  
WORKING GROUP IS TRYING TO CHART  
OUT PATHWAY TO PLATINUM.  
PART IS MAKING SURE THE MATH  
WILL WORK ON THE CERTIFICATIONS  
BECAUSE NOT EVERY CRITERIA WE  
ARE ABLE TO MEET AS CITY.  
SOME OF THE BIGGEST GAPS IS  
AROUND PROCUREMENT NOT BECAUSE

OF OUR TEAM BUT BECAUSE HOW WE  
NEED TO FOLLOW CERTAIN STATE  
LAWS.  
IT DOESN'T GIVE FLEXIBILITY TO  
MEET CRITERIA SET OUT BY WHAT  
WORKS CITIES.  
VALUE THAT WE HAVE RECEIVED IS  
THERE IS TRAINING, TECHNICAL  
ASSISTANCE COMING WITH IT.  
WE CONNECT WITH CITIES FROM NOT  
ONLY ACROSS U.S. BUT IN SOUTH  
AMERICA ON SPRINTS THAT WE  
PARTICIPATE IN.  
LEARNING OPPORTUNITIES AROUND  
ANY OF THE CRITERIA.  
I GET TO INTERACT WITH PEOPLE  
FROM ACROSS THE WORLD.  
IT WAS SIDE BENEFIT FOR ME.  
PARTICIPATING IN TWO SPRINTS  
WHERE MAJORITY OF PARTICIPANTS  
FROM SOUTH AMERICA.  
THE TRAININGS WERE CONDUCTED IN  
SPANISH.  
ANOTHER ONE IN PORTUGUESE.

I WAS PARTICIPATING AS THAT  
SECOND LANGUAGE.  
FIRST-HAND EXPERIENCE FOR ME OF  
WHAT IT WAS LIKE AS WE WORK ON  
OUR LANGUAGE JUSTICE TO BE  
PARTICIPATING IN CONVERSATIONS  
AND TRYING TO UNDERSTAND FULLY  
ENGAGE.  
THOSE ARE THE ADDED BENEFITS  
THAT COME ALONG WITH IT.  
WE WERE ONE OF THE COHORTS WHEN  
THIS WAS TECHNICAL ASSISTANCE  
PROGRAM IN 2014.  
A LOT OF VALUE.  
EQUITY INCLUSION DASHBOARD ON  
HOME PAGE WAS CREATED IN 2015  
WHEN WE WORKED WITH THEM.  
>> MY FINAL QUESTION.  
I THINK IN TERMS OF SUCCESS OF  
THIS DEPARTMENT, REALLY THINKING  
HOW DO YOU MEASURE SUCCESS?  
WE ALSO KNOW THAT OFTEN TIMES AS  
ELECTED OFFICIAL I AM IN SEVERAL  
DIFFERENT PLACES.  
THIS ORGANIZATION IS HAVING  
COMMUNITY EVENT, THIS

ORGANIZATION HAS SOMETHING.  
I AM JUST THINKING ABOUT  
SEAMLESS MORE ONLINE APPROACH  
HOW TO MANAGE THE CALENDAR AND  
DIFFERENT THINGS PUT OUT AND  
SHARED TO COMMUNITY SO THAT  
FOLKS ARE ABLE.  
WE HAVE CAMBRIDGE AND THINGS  
LIKE THAT.  
IS THERE A BETTER WAY TO DO SOME  
BETTER STREAMLINING TO THE  
COMMUNICATIONS STUFF SO WE KNOW  
THERE IS A GREAT AMOUNT OF  
ATTENDANCE.  
HOW COULD WE HELP BETTER JUST  
THE NEEDS OF OUR COMMUNITY  
ENGAGEMENT AS A WHOLE?  
>> THANK YOU FOR THE QUESTION.

[CAPTIONER SWITCH]

>> THANK YOU FOR THAT QUESTION.  
THROUGH YOU MADAM CHAIR.  
THE TEAM I INTRODUCED REALLY IS  
THE CENTRAL TEAM.

THEY ARE COMMUNICATIONS  
MANAGERS, COMMUNITY RELATIONS  
MANAGERS AND OTHER STAFF SPREAD  
THROUGHOUT DEPARTMENTS IN THE  
CITY.

ONE OF THE BASE WE'VE BEEN  
WORKING COLLECTIVELY TO FIGURE  
OUT HOW WE BOTH SUPPORT FOLKS AT  
THE DEPARTMENT LEVEL AND THEY  
SUPPORT CITY-WIDE WORK IS EVERY  
MONDAY OUR MANAGERS COME  
TOGETHER FOR A MEETING TO TALK  
ABOUT COORDINATION.

WE SHARE UPDATES.

WE ALSO MEET BIMONTHLY ON A  
ONE-ON-ONE BASIS.

WE ARE A VERY BIG ORGANIZATION  
AND THERE'S NO WAY YOU CAN  
HANDLE EVERYTHING CENTRALLY.  
WE VIEW OUR ROLE AS VERY MUCH AS  
AMPLIFYING AND HELP COORDINATE  
WORK.

THE SUBJECT MATTER EXPERTISE  
THAT EXISTS WITHIN THE  
DEPARTMENTS IS CRITICAL.

YOU CAN HAVE ONE CENTRALIZED  
TEAM AND BE EFFECTIVE.

THE WORK THAT TAKES PLACE AT  
D.P.W. OR HUMAN SERVICES OR THE  
POLICE DEPARTMENT, YOU NEED TO  
HAVE PEOPLE THAT ARE REALLY  
CLOSE TO THE WORK.

IT'S OUR COLLECTIVE GOAL TO  
FIGURE OUT HOW TO STREAMLINE AND  
COORDINATE ACROSS.

IN TERMS OF HOW WE MEASURE  
EFFECTIVENESS, WE HAVE BUILT  
IN-HOUSE TOOLS THAT ARE USED TO  
MANAGE HOW WE'RE HANDLING  
REQUESTS.

WE ALL HAVE VISIBILITY INTO  
THEM.

THAT ALLOWS US AT VERY  
MICROLEVELS -- IN 2024 JEREMY,  
IN HIS ROLE, HANDLED SO MANY  
REQUESTS.

THAT'S SOMETHING WE'VE HEARD  
OVER THE YEARS.

CAN WE GET MORE COVERAGE IN THE  
BOSTON GLOBE?

CAN WE GET NOR COVERAGE LOCALLY?  
HAVING SOMEONE THAT SPECIALIZED  
IN THAT HELPED AND JEREMY WORKS  
WITH THE DEPARTMENTS TO SUPPORT  
THE REQUEST COMES IN SO THE  
SUBJECT MATTER EXPERT, THE  
PEOPLE THAT KNOW IT BEST, ARE  
CONDUCTING INTERVIEWS BUT ARE  
SUPPORTED.

AT OUR MONDAY MEETINGS WE DO  
QUARTERLY REVIEWS OF THE  
METRICS.

WE POLL HOW WE ARE DOING ON  
SOCIAL MEDIA RATES.

WHAT IS HAPPENING WITH DAILY  
E-MAILS.

WHAT IS HAPPENING WE MAIL  
SUBSCRIBERS ACROSS ALL OUR  
ACCOUNTS SO WE CAN QUARTERLY AS  
A TEAM LOOK AT IT.

AS WE THINK ABOUT IMPACT AND HOW  
DO WE KNOW WE'RE MOVING IN THE  
RIGHT DIRECTION?

HONESTLY, WE HAVE SOME QUESTIONS  
THAT EXIST IN WHAT IS NOW THE  
ANNUAL RESIDENT SURVEY.

BUT THE PUBLIC INFORMATION  
RESULTS HAVE BEEN WONKY THE PAST  
FEW YEARS.

IT FOCUSES ON PUBLIC  
INFORMATION.

WE'VE ADDED OTHERS TO UNDERSTAND  
THE VALUE OF DIFFERENT CHANNELS  
PEOPLE ARE LOOKING AT AND HOW  
WELCOME THEY ARE.

AT THE END OF MARCH WE PARTNERED  
WITH ERNIE, WHO MANY MET THROUGH  
THE RESIDENT SURVEY.

WE CONDUCTED A COUPLE OF SURVEYS



SPECIFICALLY AROUND  
COMMUNICATIONS.  
WE WANT TO UNDERSTAND BETTER  
WHAT IMPACT WE'RE HAVING.  
I WILL SHARE INCITES WITH YOU.  
WE'RE DIGESTING THE REPORT.  
OVERALL, THREE QUARTERS, JUST  
ABOUT 34%, OF THE PEOPLE WHO  
TOOK THE SURVEY SAID THEY WERE  
VERY INFORMED OR SOMEWHAT  
INFORMED ABOUT ISSUES TAKING  
PLACE IN CAMBRIDGE.  
THAT'S A FAIRLY HIGH NUMBER.  
WE HAD JUST OVER HALF OF THE  
RESPONDENT, 52%, FIND  
INFORMATION COMING DIRECTLY FROM  
THE CITY AS BEING VERY CLEAR AND  
USEFUL.  
SO THESE QUESTION START TO HELP  
US FIGURE OUT HOW WE ARE DOING  
IN TERMS TO HAVE MATERIAL WE'RE  
PUTTING OUT.  
WE HAD 74% SAY THAT WE'RE DOING  
AN EXCELLENT OR GOOD JOB IN  
WELCOMING RESIDENTS.  
>> Chair: WE'RE HAPPY ABOUT THIS  
REPORT BUT THIS IS ON THE  
BUDGET.  
I WANT TO HEAR IT BUT --  
>> 70% FEEL THEY ARE ALWAYS AND  
MOSTLY GETTING NOTICE.  
ADVANCE NOTICE ON PROJECTS.  
IS THIS HOW OUR TEAM  
COLLECTIVELY LOOKS AT HOW WE'RE  
STREAMLINING OPERATIONS, HOW  
WE'RE COORDINATING OPERATIONS  
AND HOW WE CAN LOOK A THE AREAS  
WHERE WE CAN BE MORE EFFECTIVE  
AND POTENTIALLY AREAS IN OUR  
WORK WHERE WE CAN SHIFT OUR  
RESOURCE AND TIME SO WE'RE DOING  
THE MOST IMPACTFUL AND  
MEANINGFUL WORK IN THE  
COMMUNICATIONS THAT WE'RE DOING.  
>> Councillor Wilson: THANK YOU  
SO MUCH.  
I YIELD.

I UNDERSTAND.

THERE'S A LOT OF INFORMATION, A LOT OF WORK, AND THERE'S ALWAYS ROOM FOR GROWTH.

I THINK WHEN WE'RE WORKING WITH PEOPLE AND TRYING TO MAKE SURE THAT WE'RE STRETCHING OUR OCTOPUS ARMS AS WIDE AS WE CAN, WE WANT TO MAKE SURE EVERYONE FEELS THEY ARE CONNECTED, FEEL LIKE THEY BELONG AND THEY MATTER OR FEEL SEEN.

THANK YOU.

>> Chair: COUNCILLOR ZUSY.

>> Councillor Zusy: THANK YOU. LOOKING AT YOUR BUDGET.

YOU'RE ABOUT A MILLION DOLLAR BUDGET.

ORDINARY MAINTENANCE IS \$718,000.

YOU MUST BE USING A LOT OF CONSULTANTS.

WHERE ARE YOU USING THE CONSULTANTS TO AUGMENT YOUR STAFF?

>> SURE.

WE SPEND OUR O.O.M., THE FIRST LARGE STAUNCH OF MONEY IS RELATED TO SOUTHWEST SERVICES. WE PROVIDE CITY WIDE, IN OUR BUDGET, THE MEDIAN SERVICES USED, PRESS RELEASES, SOCIAL MEDIA MANAGEMENT SOFTWARE, WE PAY FOR THAT.

BRAND ASSET MANAGEMENT, THOSE TOOLS COME OUT OF IT.

THAT IS PROBABLY THE MAJORITY OF THE MONEY.

THE OTHER PIECE WE SPEND IT IS AROUND CREATIVE DESIGN SERVICES TO HELP SUPPORT CITY WIDE.

WHETHER IT'S AROUND PRINT DESIGN, WEBSITE IMPROVEMENTS, AS WE LOOK AT HOW WE IMPROVE DIGITAL.

WE HAVE DIFFERENT CONSULTING SERVICES RELATED TO THAT.

WE'LL HAVE SMALL ONE OFF  
CONTRACTS FOR CONSUL TANSIES IF  
WE NEED MONEY IF WE'RE DOING  
PLANNING.

THE OTHER PIECE WE HAVE IS HALF  
OF THE MONEY RELATED TO THE  
SURVEYING WE DO WITH RESIDENT  
SURVEY EXISTS WITHIN OUR BUDGET.

>> Councillor Zusy: EXCELLENT.  
THANK YOU.

I'M THANKFUL FOR YOUR OUTREACH.  
THIS ISN'T A QUESTION BUT,  
AGAIN, I WANT TO MAKE SURE THAT  
OUR COMMUNICATION ISN'T  
PROPAGANDA AND THAT OUR PUBLIC  
ENGAGEMENT SHOULD BE GENUINE TO  
SOLICIT OUR RESIDENTS IDEAS AND  
CONCERNS.

AGAIN, WE'VE TALKED ABOUT THIS  
INFORMALLY BUT I THINK OFTEN WE  
PRODUCE A -- WELL IT'S  
SUPPOSEDLY A DRAFT THAT WE WANT  
PUBLIC RESPONSE TO.

I WOULD MUCH RATHER SEE  
SOMETHING ROUGH REPRESENTED,  
MUCH MORE RAW, WHICH SINCERELY  
ENGAGES PUBLIC FEEDBACK.  
THANK YOU FOR YOUR WORK.

>> Chair: THANK YOU.  
DID YOU HAVE SOMETHING?  
VICE MAYOR McGovern.

>> Vice Mayor McGovern: THROUGH  
YOU, MADAM CHAIR.

I DON'T KNOW IF THIS NECESSARILY  
FITS INTO YOUR BUDGET  
SPECIFICALLY OR THIS COMES FROM  
D.P.W.

IN YOUR GOALS AND OBJECTIVE,  
THIS MAY SEEM LIKE A SMALL THING  
WHEN TALKING ABOUT THE OTHER  
STUFF GOING ON.

I WANT TO THINK A LITTLE BIT  
ABOUT THE EXPERIENCE OF THE  
PEOPLE WHO SHOW UP TO OUR PUBLIC  
MEETINGS.

VERY OFTEN WE DON'T HAVE A  
MICROPHONE.

OR OUR SPEAKERS ARE AS LARGE AS  
MY BOOM BOX IN THE 80s.

WE DON'T HAVE ENOUGH SEATS.  
WE'RE IN A VENUE THAT'S TOO  
SMALL.

THEY ARE FRUSTRATED AND CAN'T  
HEAR THE MESSAGES, LITERALLY  
CAN'T HEAR IT, BUT ALSO CAN'T  
HEAR IT BECAUSE THEY ARE SO  
FRUSTRATED IT LOOKS LIKE WE  
THROUGH THIS TOGETHER.

IN THINKING ABOUT YOUR  
OBJECTIVES, LET'S ALSO THINK  
ABOUT WHAT IS THE EXPERIENCE OF  
THE PEOPLE WHO TAKE THE TIME TO  
SHOW UP.

WE WANT TO MAKE SURE WE'RE  
PROFESSIONAL.

WE WANT TO MAKE SURE PEOPLE ARE  
COMFORTABLE.

WE WANT TO MAKE SURE PEOPLE CAN  
LITERALLY HEAR WHAT WE'RE  
SAYING.

I DON'T KNOW IF WE HAVE TO BUY  
NEW EQUIPMENT OR THINK ABOUT  
WHAT PLACES WE NEED TO RENT OUT  
SO WE'RE IF BIGGER SPACES.

I DON'T KNOW.

I'VE BEEN TO A LOT OF MEETINGS  
WHERE WE SPEND HALF THE MEETING  
COMPLAINING THERE'S NO CHAIRS  
AND I CAN'T HEAR WHAT YOU'RE  
SAYING.

PUT THAT IN YOUR GOAL AND  
OBJECTIVES FOR NEXT YEAR.

THANKS.

>> Chair: THANK YOU.

I JUST WANT TO FOLLOWUP ON WHAT  
WAS SAID.

WE HAVE DISTRIBUTED  
COMMUNICATION, CERTAIN  
COMMUNICATIONS WITHIN  
DEPARTMENTS AND YET THE WHOLE  
REASON FOR HAVING AND BEEFING UP  
THE CENTRALIZED IS BECAUSE WE  
WANT COLLABORATION, WE WANT  
CONSISTENT MESSAGING.

THE QUESTION AND A COUPLE OF THE OTHERS CAN BE ANSWERED LATER. THIS GROWTH OF THE DEPARTMENT IS IN ORDER TO IMPROVE OVERALL COMMUNICATION AND COORDINATION. SO THE QUESTION IS, AGAIN, WHAT ARE THE METRICS USED TO MEASURE EFFECTIVENESS?

IF WE'RE NOT REVIEWING COMMUNICATIONS CENTRALLY -- WE HAD AN ISSUE WHEN THE POLICE DEPARTMENT PUT OUT THEIR VIDEO ON CORESPONSE AND THERE WAS NOT A MENTION OF CARE.

THAT WAS AN EXAMPLE, IN MY MIND, OF A FAIL THAT WE HAD TWO DEPARTMENTS THAT ARE DOING THE EXACT SAME WORK AND YET THEY CLEARLY HADN'T COMMUNICATED ON COMMUNICATION.

WILL THERE BE MORE COMMUNICATION ACROSS DEPARTMENTS WHILE RECOGNIZING AN INDIVIDUAL DEPARTMENT MAY HAVE COMMUNICATION MEANS.

IT SHOULD BE ENSURED WE ARE COORDINATING ACROSS DEPARTMENTS. IN THAT CASE, I THINK WE CONFUSE THE COMMUNITY BY NOT RECOGNIZING A DEPARTMENT THAT HAD BEEN IN PLACE TWO YEARS AND WE'VE INVESTED SEVERAL MILLION DOLLARS.

I ONCE WE WANT INDIVIDUAL DEPARTMENTS BUT WE ALSO WANT COORDINATION AND COLLABORATION WHICH DOESN'T ALWAYS HAPPEN. IS THAT PART OF THE PLAN FOR THE FUTURE?

>> YES.

THANK YOU, MADAM CHAIR.

I THINK THAT'S A LOT OF WHAT WE'VE BEEN TRYING TO WORK ON. I DON'T THINK WE'LL EVER HAVE IT 100%.

PART OF HAVING FOLKS ENTER THINGS INTO CENTRALIZED SHEETS

IS FOR US, I THINK, AS HOW WE  
AVOID THAT SORT OF COLLISION  
DETECTION.

HOW DO WE MAKE SURE THAT  
INFORMATION THAT WE MAY HAVE AT  
A CITY-WIDE VIEW CAN APPLY TO A  
LENS WHEN WE SEE SOMETHING THAT  
OUR DEPARTMENT IS LOOKING TO DO  
TO SEE OTHER OPPORTUNITIES.

I DON'T KNOW IF WE'RE ALWAYS  
GOING TO CATCH EVERYTHING.

ONE OF THE INTERNAL  
CONVERSATIONS THAT, I THINK WE  
SORT OF DEBATE AND I'M NOT SURE  
WE HAVE A GOOD ANSWER TO YET, IS  
THERE'S WORK INDIVIDUAL  
DEPARTMENTS DO TO PROMOTE THE  
PROGRAMS THEY'RE DOING THAT MAY  
BE RELATED TO ANOTHER  
DEPARTMENT.

HOPEFULLY AS WE BUILD THESE  
SYSTEMS AND BUILD THE  
CONNECTIONS, BECAUSE IT REALLY  
IS THAT HUMAN CONNECTION AND ME  
HEARING THAT YOU ARE THINKING OF  
DOING SOMETHING RELATE THAT HAD  
WE CAN SIT THERE AND GO, HOLD ON  
A SECOND.

MAYBE WE CAN HAVE A QUICK  
CONVERSATION.

THERE'S OPPORTUNITIES TO  
AMPLIFY.

WE'RE WORKING ON THAT.

SOMETIMES THERE'S GOING TO BE  
DEPARTMENTS THAT WILL PROMOTE  
VERY SPECIFIC INITIATIVES  
RELATED TO THE DEPARTMENTS.

YOUR POINT IS WELL TAKEN ABOUT  
HOW WE DO THIS.

YES, WE WANT TO FIGURE OUT AT A  
HIGH LEVEL.

I THINK WE ARE PRETTY GOOD AT  
CATCHING AROUND 80% OF THEM.

IN TERMS OF THINGS WE NOTICE AND  
AMPLIFYING AND OPPORTUNITIES  
THAT COME UP, YES, THERE IS ROOM  
FOR IMPROVEMENT AND SOMETHING WE

WILL CONTINUE TO WORK ON.  
>> Chair: ALSO THERE'S SOME  
THINGS WHERE WE'RE OUT TWICE  
ACROSS THE CITY AND OTHER THINGS  
WE DON'T.  
WE HAVE TO UNDERSTAND THE  
PRIORITIZATION.  
WE FOUND MULTIFAMILY ZONING IS A  
BIG ISSUE AND THERE WASN'T AS  
MUCH COMMUNICATION ABOUT OTHER  
THINGS WE DO.  
IT'S CRITICAL FOR US TO ENSURE  
WE ARE SENDING THE MESSAGE WE  
CARE AND WE DO RECOGNIZE.  
I THINK THAT'S ANOTHER ONE WHERE  
THIS WHOLE DEPARTMENT  
COORDINATION COLLABORATION CAN  
DO A BETTER JOB IN THE FUTURE.  
I THINK THERE'S NO OTHER  
QUESTIONS.  
IT'S 1:12.  
WE'RE GOING TO HAVE TO BREAK  
AFTER THIS.  
IS THERE A MOTION TO MOVE THE  
EXECUTIVE COMMUNICATION AND  
COMMUNITY ENGAGEMENT WITH A FULL  
RECOMMENDATION.  
BY VICE MAYOR McGovern.  
ROLL CALL.  
>> Clerk: COUNCILLOR AZEEM?  
>> YES.  
>> Clerk: VICE MAYOR McGovern?  
>> YES.  
>> Clerk: COUNCILLOR NOLAN?  
>> YES.  
>> Clerk: COUNCILLOR SIDDIQUI?  
>> YES.  
>> Clerk: COUNCILLOR  
SOBRINHO-WHEELER?  
>> YES.  
>> Clerk: COUNCILLOR TONER?  
>> YES.  
>> Clerk: COUNCILLOR WILSON?  
ABSENT.  
COUNCILLOR ZUSY?  
>> YES.  
>> Clerk: MAYOR SIMMONS?

ABSENT.  
YOU HAVE SEVEN MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH TWO  
RECORDED AS ABSENT.  
>> Chair: I THINK WE NEED A  
BREAK.  
>> I THINK WE CAN GET THROUGH  
ONE MORE.  
>> Chair: HOUSE LIAISON?  
>> YEAH.  
I THINK THIS WILL BE  
STRAIGHTFORWARD.  
>> Chair: STRAIGHTFORWARD  
BECAUSE THEN WE GET INTO THE  
CRANKINESS FACTOR.  
WE LOVE YOU -- SERIOUSLY.  
WE LOVE THE WORK OF THIS  
DEPARTMENT.  
IT WAS PART OF COUNCIL WORKING  
ON AFFORDABLE HOUSING.  
IT'S PART OF THE OVERALL  
\$64 MILLION WE SPEND ON HOUSING  
AND HOMELESSNESS.  
IF YOU LOOK AT THE CONSOLIDATED  
BUDGET TO REMIND US THAT'S NOT  
THE HOUSING LIAISON BUDGET BUT  
HAPPY TO HAVE QUESTIONS HERE.  
I'M JUST LOOKING THROUGH.  
WE HOPEFULLY SENT YOU A COUPLE  
OF QUESTIONS IN ADVANCE.  
>> THROUGH YOU, MADAM CHAIR.  
I CAN TELL YOU THE QUESTION WAS  
FROM COUNCILLOR ZUSY WHERE SHE  
ASKED TO HEAR ABOUT WHAT WE DO.  
IS THAT CORRECT?  
>> Councillor Zusy: YES.  
HERE'S AN UPDATE.  
I MET WITH THE CEOC.  
I WOULD LIKE TO HEAR MORE ABOUT  
YOUR WORK WITH THEM.  
>> Chair: THANK YOU.  
>> OF COURSE.  
THANK YOU.  
I UNDERSTAND THAT I STAND.  
I AM HERE WITH PHOEBE WHO IS THE  
PROJECT COORDINATOR FOR OUR  
TEAM.



JUST TO GIVE A QUICK OVERVIEW,  
IF I MAY TO LEAD INTO THAT  
QUESTION.

WE OFTEN DESCRIBE OUR WORK AS  
PEOPLE, PROJECTS AND POLICY.  
IN TERMS OF PEOPLE, WE WORK WITH  
EVERYBODY, ALL RESIDENTS AND  
COMMUNITY MEMBERS OF THE CITY.  
THAT INCLUDES FOLKS WHO ARE  
UNHOUSED, DOUBLED UP, TENANTS IN  
AFFORDABLE HOUSING OR  
MARKET-RATE HOUSING, AS WELL AS,  
HOMEOWNERS AND LANDLORDS.  
OUR SERVICES RANGE BETWEEN  
GIVING INFORMATION AND WALKING  
FOLKS THROUGH TENANT RIGHTS AND  
LANDLORD RIGHT AND  
RESPONSIBILITIES TO INTENSIVE  
CASE MANAGEMENT.  
WE HAVE TWO INTENSIVE CASE  
MANAGERS.

THAT'S SILVIA KELLY AND  
[INAUDIBLE].

THEY WORK WITH SOME OF THE MOST  
VULNERABLE RESIDENTS, MENTAL  
HEALTH CHALLENGES, MEDICAL  
SITUATIONS, ET CETERA.

AND WE WORK IN THE HOME.

WE CALL IT FIELD-BASED CASE  
MANAGEMENT.

THEY DO WHATEVER IT TAKES TO  
ASSIST SOMEBODY THROUGH A CRISIS  
AND FOLLOWUP SERVICES.

IN TERMS OF OUR POLICY AND  
PROJECT WORK, WE HAVE JUST  
STARTED A COURT SUPPORT  
INITIATIVE THIS YEAR TO MAKE  
SURE THAT WE'RE ACCOMPANYING  
MORE PEOPLE TO THE COURT SYSTEM.  
ESPECIALLY WHEN THEY DON'T HAVE  
LEGAL REPRESENTATION.

THANKS TO OUR PROGRAM  
COORDINATOR, WE HAVE REALLY  
EXPANDED OUR OUTREACH IN  
EDUCATION FOCUS TO MAKE SURE  
FOLKS KNOW, NOT ONLY WHAT WE DO,  
BUT HOW TO GET A LOT OF

DIFFERENT KINDS OF RESOURCES.  
WE ALSO WORK IN COLLABORATION  
WITH ALL DEPARTMENTS.

THIS PAST YEAR WE WORKED WITH  
THE HUMAN RIGHTS COMMISSION TO  
FINALIZE THE LGBTQ+ HOUSING  
FRIENDLY TASK FORCE IN WHICH  
PHOEBE AUTHORED AN INCREDIBLE  
REPORT.

WE REALLY ARE WORKING TO ADVANCE  
AND IMPLEMENT A NUMBER OF  
RECOMMENDATIONS THAT CAME OUT.  
WE ALSO ARE THE POINT PEOPLE FOR  
THE STATES RAPID TRACK FACILITY.  
THAT JUST OPENED IN  
CAMBRIDGEPORT, SIMILAR TO THE  
ONE OF THE REGISTRY OF DEEDS.  
MOST RECENTLY WE SPEARHEADED A  
COLLABORATION WITH THE CAMBRIDGE  
LEGAL SERVICES TO TRAIN STAFF,  
BOTH OUR STAFF AS WELL AS  
MULTISERVICE STAFF AND CEOC, TO  
ASSIST FOLKS IN SEALING THEIR  
EVICTION RECORDS.

THAT WENT INTO AFFECT ON MONDAY,  
THIS PAST MONDAY, AND WE HAD OUR  
FIRST CLINIC WHERE WE WORKED  
WITH -- OUR STAFF WERE THERE,  
MULTISERVICE STAFF AND A NUMBER  
OF ATTORNEYS, AND WE WERE ABLE  
TO SEAL EIGHT RECORDS.

WE'LL BE HAVING ONGOING  
WORKSHOPS TO DO THIS AND ALSO DO  
IT WHEN WE MEET WITH PEOPLE  
INDIVIDUALLY.

I ALWAYS LIKE TO MENTION THAT WE  
DO WORK REALLY IN COLLABORATION  
WITH EVERY DEPARTMENT IN THE  
CITY.

I.S.D., FIRE A, FIRST  
RESPONDERS, C.P.D., THE CARE  
TEAM.

WHEN FOLKS ARE CALLED OUT AND  
THERE'S ISSUES, ET CETERA.  
THIS YEAR WE'LL, OF COURSE, BE  
REALLY LASER FOCUSED ON THE  
AFFECTS OF THE FUNDING THAT

THE -- FEDERAL GOVERNMENT  
FUNDING CHANGES AND POLICY  
CHANGES THAT WILL IMPACT OUR  
RESIDENTS.

IN TERMS OF CEOC, WE DO FORM AND  
COORDINATE THE HOARDING NETWORK.  
THEY PROVIDE THE DIRECT SERVICE  
AND WE PROVIDE THE INTERNAL  
COORDINATION.

HOARDING IS OFTEN UNCOVERED FROM  
A NUMBER OF FIRST RESPONDERS  
WHETHER IT BE POLICE, FIRE, SO  
WE DO A LOT OF CASE MANAGEMENT  
IN COORDINATION AROUND THAT.  
THAT WAS AS FAST AS I COULD  
TALK.

>> Councillor Zusy: THANK YOU SO  
MUCH.

YOU DO AMAZING WORK.

THANK YOU VERY MUCH.

>> Chair: I'M SURE THERE'S LOTS  
OF KUDOS FOR YOUR DEPARTMENT AND  
COORDINATION.

I'M NOT SURE IF THERE'S SPECIFIC  
QUESTIONS.

COUNCILLOR WILSON?

>> Councillor Wilson:

APOLOGIES.

THANK YOU.

JUST TO ECHO THROUGH YOU, CHAIR.  
THE AMAZING WORK THIS DEPARTMENT  
IS DOING AND REALLY PROBABLY AT  
A VERY CRITICAL TIME IN PEOPLES  
LIVES.

I JUST HAD A QUESTION IN REGARDS  
TO YOUR -- I APOLOGIZE I WALKED  
IN AFTER YOU STARTED.

IT LOOKS LIKE THE PROJECTED  
DOLLAR AMOUNT HAS SHIFTED, IT'S  
LOWER FOR FY26.

CAN YOU TALK A LITTLE BIT ABOUT  
THAT.

FY25 PROJECTED WAS \$718,910.

AND FOR FY26 IT'S A DIFFERENCE.

TALK ABOUT THAT DIFFERENCE EVEN  
THOUGH THE F.T.E. IS THE SAME.

>> Chair: THAT HAS TO DO WITH

THE BENEFITS --

>> Councillor Wilson: OH.

IS THAT THE BENEFITS?

>> Chair: YES.

IT'S NOW IN A DIFFERENT  
CATEGORY.

>> Councillor Wilson: WELL.

THAT WAS THAT.

LET ME GO THROUGH MY NOTES REAL  
QUICK.

IN TERMS OF THE WORKLOAD  
POSSIBLY INCREASING, I'M CURIOUS  
ABOUT WITH EVERYTHING GOING ON  
IN WASHINGTON AND THINGS THAT  
ARE AROUND HUD AND THAT SORT.  
DO WE ANTICIPATE WORKLOAD  
INCREASING IN THE NEXT YEAR OR  
TWO YEARS?

WELL, DURING THIS  
ADMINISTRATION.

AND WHAT CONCERNS MIGHT YOU HAVE  
AND WHAT DO YOU PUT INTO PLAY  
FOR WORSE CASE SCENARIOS SO MAKE  
SURE YOU HAVE THE CAPACITY AND  
CAN MEET THE DEMAND?

>> SURE.

THANK YOU FOR THAT QUESTION.

THROUGH YOU, MADAM CHAIR.

WE DO ANTICIPATE IT INCREASING.  
WE'VE RECEIVED MORE CALLS FROM  
PEOPLE WHO HAVE BEEN LAID OFF  
WITH REALLY GOOD SALARIES FROM  
THE BIO TECH INDUSTRY.

IN TERMS OF DIRECT SERVICE, WE  
ALWAYS SAY WE'RE ALWAYS AT  
CAPACITY BUT NEVER AT CAPACITY  
SO IT'S A LOT OF JUGGLING.

DEALING WITH CRISIS AND THEN  
CONTINUING AS WE GO ALONG.

IN TERMS OF THE LARGER PICTURE  
OF THE IMPACT OF THE CUTS.

WE'RE WORKING WITH CAMBRIDGE  
HOUSING AUTHORITY, THE HOUSING  
DEPARTMENT AND DHSP ON WHAT KIND  
OF PROGRAMS WE CAN PUT IN PLACE  
TO MAKE SURE THAT THOSE -- THE  
IMPACT IS AS LITTLE AS POSSIBLE.

>> Chair: THANK YOU.  
ANY OTHER QUESTIONS FOR THE  
HOUSING LIAISON TEAM?  
THANK YOU SO MUCH FOR YOUR WORK.  
THANK YOU FOR HANGING IN THERE  
AND WITH THAT I BELIEVE WE CAN  
HAVE A MOTION FROM COUNCILLOR  
WILSON TO MOVE THIS OFFICE OF  
\$633,000 TO THE FULL COUNCIL  
WITH A FAVORABLE RECOMMENDATION.  
DISCUSSION HAVING BEEN HAD, ROLL  
CALL.

>> Clerk: COUNCILLOR AZEEM?

>> YES.

>> Clerk: VICE MAYOR McGovern?

>> YES.

>> Clerk: COUNCILLOR NOLAN?

>> YES.

>> Clerk: COUNCILLOR SIDDIQUI?

>> YES.

>> Clerk: COUNCILLOR  
SOBRINHO-WHEELER?

>> YES.

>> Clerk: COUNCILLOR TONER?

>> YES.

>> Clerk: COUNCILLOR WILSON?

>> YES.

>> Clerk: COUNCILLOR ZUSY?

>> YES.

>> Clerk: MAYOR SIMMONS?

ABSENT.

YOU HAVE EIGHT MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH ONE  
RECORDED AS ABSENT.

>> Chair: WE'LL BE IN RECESS  
UNTIL 1:45.

THAT'S IN ABOUT 20 MINUTES OR  
SO.

WE HAVE A LOT TO GET THROUGH IN  
THE AFTERNOON.

I WILL BE SURPRISED IF WE GET  
THROUGH IT ALL GIVEN WE HAVE  
SOME MAJOR, MAYOR DEPARTMENTS  
COMING UP.

WE WILL DO OUR BEST AND I WILL  
BE CONFERRING WITH THE CITY  
STAFF IF WE DON'T GET THROUGH

TODAY HOW WE ENSURE WE GET  
THROUGH IT.  
IN THE CASE WEEK WE HAVE ALL DAY  
WEDNESDAY AND THURSDAY.  
WE'LL GET THROUGH IT ALL JUST A  
QUESTION IF WE GET THROUGH IT  
THIS AFTERNOON.  
(RECESS)

>> Chair: THE TIME OF THE RECESS  
EXPIRED WE ARE BACK IN SESSION  
TO RECONVENE THE FINANCE  
COMMITTEE BUDGET THE HEARING.  
WE WILL HAVE A ROLL CALL OF  
MEMBERS PRESENT.

>> Clerk: COUNCILLOR AZEEM?  
ABSENT.

VICE MAYOR McGovern?

>> PRESENT.

>> Clerk: COUNCILLOR NOLAN?

>> PRESENT.

>> Clerk: COUNCILLOR SIDDIQUI?

>> PRESENT.

>> Clerk: COUNCILLOR

SOBRINHO-WHEELER?

>> PRESENT.

>> Clerk: COUNCILLOR TONER?

>> PRESENT.

>> Clerk: COUNCILLOR WILSON?

ABSENT.

COUNCILLOR ZUSY?

>> PRESENT.

>> Clerk: MAYOR SIMMONS?

ABSENT.

YOU HAVE SEVEN MEMBERS RECORDED  
AS PRESENT -- I'M SORRY SIX  
RECORDED AS PRESENT AND THREE  
MEMBERS RECORDED AS ABSENT.

>> Chair: THANK YOU DEPUTY  
CLERK.

WE ARE NOW MOVING ON.

WE FINISHED THE FIRST COLUMN OF  
THE DEPARTMENTS LISTED UNDER THE  
THURSDAY MAY 8, 2025 HEARING.

WE ARE MOVING ONTO FINANCE  
ADMINISTRATION THAT IS IN THE  
BUDGET BOOK PAGE V -- SO SECTION  
5, PAGE 32.

THIS IS FINANCE ADMINISTRATION.  
THE FINANCE DEPARTMENT HAS A  
TOTAL OF, IN DIFFERENT  
DEPARTMENTS, 99F.T.E.s WITH A  
REVISED BUDGET OF \$22,275,000.  
UNDER FINANCE ADMINISTRATION,  
LET'S SEE.

I KNOW I HAD -- COUNCILLOR ZUSY,  
IF YOU WANT TO START US OFF.

>> Councillor Zusy: OKAY.

I HAVE WONDERED HOW MUCH FREE  
CASH WE'LL HAVE AFTER WE MOVE  
THE \$26 MILLION OF FREE CASH  
INTO OUR FISCAL YEAR '26 BUDGET  
AND HOW SOON IT MIGHT BE  
REPLENISHED?

>> THROUGH YOU, MADAM CHAIR.  
WE'RE PROJECTED TO HAVE,  
INCLUDING WITH WHAT'S SUBMITTED  
AS PART OF THE BUDGET IN TERMS  
OF FREE CASH USE, WE'RE  
PROJECTING TO USE OVER  
\$89 MILLION.

THAT WOULD LEAVE OUR PROJECTED  
BALANCE AT THE END OF THIS YEAR  
AT ABOUT \$143.6 MILLION.

>> Councillor Zusy:

\$143.6 MILLION.

DOES THAT INCLUDE THE

\$26 MILLION --

>> YES.

>> Councillor Zusy: IS THAT A  
GOOD AMOUNT?

I MEAN WHAT PERCENTAGE OF YOUR  
FISCAL BUDGET SHOULD BE IN FREE  
CASH?

>> Chair: I'LL FOLLOW ON THAT  
BECAUSE IT MIRRORS ONE OF THE  
QUESTIONS I ASKED.

BASICALLY, THE BEST LEVEL FOR  
FREE CASH FUNDS.

WE'VE HAD CONVERSATIONS ABOUT  
20% OF THE OPERATING BUDGET.

IS THAT THE -- YOU CAN ANSWER  
THAT AT THE SAME TIME, WHETHER  
THAT'S THE THRESHOLD WE AIM FOR.

>> YES, THROUGH YOU.

WE TALKED ABOUT IT IN TERMS OF  
HAVING ENOUGH RESERVES IN  
RELATION TO OUR OPERATING  
BUDGET.

I THINK IT'S CLOSER TO 15%.  
THERE ARE POLICIES AROUND THAT.  
THAT THRESHOLD IS NOT ARBITRARY.  
IT'S BASED ON SIMILAR SIZED  
FINANCIALLY SUCCESSFUL CITIES,  
MEANING CITIES WITH AAA RATINGS.  
WE DON'T DO THAT FOR A AAA  
RATING.

WE DO IT BECAUSE IT PROVIDES  
IMPORTANT FLEXIBILITY TO DO  
OTHER THING, SOME OF WHICH WE  
TALKED ABOUT TODAY.

>> Councillor Zusy: THANK YOU.  
I'M EAGER TO HEAR MORE ABOUT  
E-GOVERNANCE.

CAN YOU TELL ME MORE?

>> THROUGH YOU, CHAIR NOLAN.  
I THINK WE SHOULD GET THERE WHEN  
WE GET TO THE I.T. DEPARTMENT.  
THE I.T. DEPARTMENT FALLS WITHIN  
THE FINANCE GROUP AND WE'LL HAVE  
THE DEPARTMENT LEADERS AT THE  
TABLE WHEN THAT DEPARTMENT COMES  
UP.

>> Councillor Zusy: OKAY.  
I'M REALIZING MY NEXT  
QUESTION --

>> Chair: IT'S THE NEXT  
DEPARTMENT, I THINK.

>> Councillor Zusy: ALSO  
ADMINISTRATION OF FINANCE YOU'RE  
GROWING FROM ONE TO FIVE STAFF  
AND IT'S A MILLION MORE AND  
THERE'S TWO MILLION FOR ORDINARY  
MAINTENANCE.

CAN YOU TELL ME MORE ABOUT THE  
GROWTH OF THAT DEPARTMENT AND  
WHAT WILL BE ORDINARY  
MAINTENANCE BE FOR?

>> Chair: AGAIN, BECAUSE IT'S IN  
THE PUBLIC RECORD.  
MY QUESTION WAS IT APPEARS THE  
FINANCE STAFF IS GOING --



ADMINISTRATION GOING FROM ONE TO FIVE BUT TREASURY F.T.E.s GOING FROM 19 TO 15.

DOES THAT EXPLAIN THAT.

IF YOU CAN ANSWER THAT AT THE SAME TIME.

>> THANK YOU FOR THAT QUESTION. OVERALL, AS YOU CAN SEE, ALL FINANCE RELATED DEPARTMENTS ARE GOING FROM 100 STAFF MEMBERS TO 99.

I THINK THERE WAS A QUESTION WHAT WAS THE REDUCTION.

I JUST WANT TO START THERE.

THE ONE REDUCTION WAS AN F.T.E. THAT AUDITOR DEPARTMENT DECIDED TO REDUCE FROM THEIR BUDGET BECAUSE IT HAD BEEN VACANT A NUMBER OF YEARS.

THAT IS AT THE HIGHEST LEVEL THINKING ABOUT THE FINANCE DEPARTMENT AND TOTAL NUMBER OF POSITIONS ASSOCIATED WITH ALL THE FINANCE DEPARTMENTS.

THERE IS ONLY A CHANGE OF A NEGATIVE ONE.

WHAT I THINK WE'RE THEN FURTHER ASKING ABOUT IS WHY IN FINANCE ADMINISTRATION ARE WE GOING FROM ONE POSITION TO FIVE?

THAT IS OFFSET BY CHANGES AND THAT IS ACTUALLY JUST.

I'M THINKING WHAT I'VE BEEN DOING ABOUT THE OVERALL FINANCE DEPARTMENT AND THE WAY WE'RE STRUCTURED AND TRYING TO ACTUALLY ALIGN IT WITH SOME OF OUR OTHER LARGER DEPARTMENTS, SAY C.D.D., DHSP, IN WHICH EACH OF THOSE DEPARTMENTS HAVE A LEADERSHIP DIVISION.

CLEARLY I AM NOT LEADING THIS DIVISION ON MY OWN.

FOR WHATEVER REASON IT HAD BEEN STRUCTURED FOR MANY YEARS TO JUST HAVE MY POSITION, THE ASSISTANT CITY MANAGER POSITION,

AND ONLY THAT ONE POSITION IN  
THAT DIVISION.

I WORKED WITH MY TEAM AND SAID  
WHICH OF OUR RESOURCES THAT ARE  
SORT OF SCATTERED AMONG SOME OF  
THESE DIFFERENT DIVISIONS ARE  
ACTUALLY RESOURCES THAT SUPPORT  
A -- THE OVERALL FINANCIAL  
MANAGEMENT OF THE POSITIONINGS.  
ONE IS MICHELLE KINCAID.  
IN THE FY25 BUDGET I THINK SHE'S  
IN THE REVENUE TREASURY  
DIVISION.

HER WORK AND LEADERSHIP IS MUCH  
BROADER THAN JUST THE TREASURE  
COLLECTORS OFFICE DOWNSTAIRS.  
SHE SUPPORTS THE ENTIRE  
FINANCIAL OPERATION INCLUDING  
PART OF THE ACCOUNTING SYSTEM,  
FINANCIAL SYSTEM, SHE WORKS WITH  
BUDGET.

THAT WAS THE DECISION.  
WE HAVE A GRANTS COORDINATOR WHO  
ALSO IS CURRENTLY IN THE REVENUE  
TREASURY DIVISION ON A BUDGET  
PURPOSE BUT IS SUPPORTING  
CITY-WIDE SUPPORTING GRANT  
REPORTING.

THAT SEEMED MORE LIKE A  
LEADERSHIP DIVISION VERSUS JUST  
ONE OF THE DIVISIONS -- THE  
TREASURY COLLECTORS DIVISION.  
WE HAVE A BUSINESS ANALYST WHO  
IS REALLY A TECHNICAL SUPPORT  
AND HE SUPPORTS THE AUDITING  
DEPARTMENT.

HE SUPPORTS THE REVENUE TREASURY  
DEPARTMENT.

HE SUPPORTS THE PAYROLL  
DEPARTMENT.

HE ALSO SUPPORTS, THROUGHOUT THE  
CITY, DEPARTMENT WHO IS ARE  
USING A CASHIERING SYSTEM TO  
BRING IN REVENUE.

HIS RESOURCE ALSO SEEMED THAT  
WAY.

I THINK WE HAVE A POSITION THAT

IS SUPPORT FOR -- THAT IS VACANT  
AT THIS POINT BUT SUPPORT FOR  
CAPITAL BUDGET MANAGEMENT.  
MANAGES THE DEBT, WORKS WITH ALL  
THE DEPARTMENTS TO UNDERSTAND  
THE BONDING SCHEDULE THAT WE  
WOULD NEED.

WE'RE IN THE PROCESS OF HIRING  
THIS POSITION RIGHT NOW BUT THAT  
IS ALSO A POSITION THAT WOULDN'T  
BE IN ONE OF THE SPECIFIC  
DIVISIONS BUT DISTRICT WIDE.  
THAT'S REALLY WHAT HAPPENED  
THERE.

IT'S REALLY JUST A MOVEMENT.  
IT'S NOT EVEN TRULY A  
RESTRUCTURING.

IT'S JUST TRYING TO HAVE OUR  
BUDGET BE MORE REFLECTIVE OF HOW  
WE ACTUALLY WORK.

>> Councillor Zusy: THANK YOU SO  
MUCH.

THE TWO MILLION ORDINARY  
MAINTENANCE IN THE  
ADMINISTRATION BUDGET.

WHAT WOULD THAT BE FOR?

>> THROUGH YOU, CHAIR NOLAN.

THE FINANCE ADMIN BUDGET  
SUPPORTS A VARIETY OF  
CONTRACTUAL SERVICES.

THE CENTRAL SQUARE BID.

THE MBTA SCHOOL PASS PROGRAM.

THE BUDGET FOR THAT HAPPENS TO  
BE SITTING IN MY DEPARTMENT  
FUNDING FOR THE CULTURAL  
DISTRICT.

SOME FUNDING FOR THE CHILDREN  
SAVINGS ACCOUNT.

IN TOTAL THAT JUST TOTALS UP TO  
\$1.4 MILLION.

OKAY.

GOING DOWN FURTHER HERE WE ALSO  
SUPPORT THE BUDGET FOR THE  
INDEPENDENT OUTSIDE AUDIT IS  
ALSO IN MY BUDGET.

>> Councillor Zusy: DO WE HAVE  
AN INTERNAL AUDIT AND THEN --

ARE YOU INTERNAL OR EXTERNAL?

ARE THERE TWO AUDITS OR ONE?

>> THROUGH YOU -- THROUGH THE CHAIR.

I MAY LET OUR AUDITOR ALSO WEIGH IN.

YOU MAY REMEMBER SEVERAL WEEKS AGO WE BROUGHT FORWARD OUR ANNUAL COMPREHENSIVE ANNUAL FINANCIAL REPORT IN A MEMO AND MR. BOB MAHONEY, THE PARTNER FOR KPMG CAME, AS WELL.

WE ARE REQUIRED TO HAVE A COMPREHENSIVE AUDIT CONDUCTED BY AN INDEPENDENT OUTSIDE FIRM.

THAT IS WHAT IS REFLECTED IN MY BUDGET IS THE COST FOR THAT ENGAGEMENT THAT WE DO EACH YEAR.

I THINK OUR AUDIT DEPARTMENT IS SORT OF AN OPERATIONAL DEPARTMENT IN TERMS OF, NUMBER ONE, RUNNING OUR ACCOUNTS PAYABLE SYSTEM.

IN ADDITION, AND I'LL LET JOE SPEAK MORE FULLY ABOUT HIS DEPARTMENT, BUT ALSO HE HAS AN ENTIRE STAFF THAT IS AN ACCOUNTING STAFF THAT IS MAINTAINING OUR ACCOUNTING STRUCTURE.

>> I THINK SHE PICKED UP ON ALL THE KEY POINTS.

IT'S AN ANNUAL AUDIT OF THE FINANCIAL STATEMENTS, THE CITY'S FINANCIAL POSITIONS THAT WE WENT OVER A COUPLE OF WEEKS AGO.

THERE'S ALSO THE FEDERAL FUNDS AUDIT WHICH IS IN PROCESS.

THAT'S DONE BY THE OUTSIDE AUDITING FIRM.

AS WE DISCUSSED THE OTHER DAY A LITTLE BIT, WHAT THE AUDITORS JOB INTERNALLY IS REALLY AN INTERNAL AUDIT BUT IT'S MORE FINANCIAL REPORTING, ACCOUNTING, ACCOUNTS PAYABLE, THINGS ALONG THOSE LINES.

IT'S NOT REALLY AUDITING IN THE  
SENSE -- AS I MENTIONED THE  
OTHER DAY, I'M FOLLOWING A LOT  
OF PROCEDURES AND RULES AND  
REGULATIONS, REVIEWING,  
AUTHORIZING PAYMENTS, ET CETERA.  
>> Councillor Zusy: THANK YOU.  
I WAS GRATEFUL FOR YOUR  
PRESENTATION THE OTHER DAY.  
THOSE ARE MY QUESTIONS.  
THANK YOU SO MUCH.  
>> Chair: ANY OTHER QUESTIONS ON  
ADMINISTRATION AND FINANCE?  
ONLINE?  
WITH THAT I'LL -- UNLESS  
SOMEBODY ELSE WANTS TO ADD, I'LL  
ENTERTAIN A MOTION FROM  
COUNCILLOR ZUSY TO FORWARD THE  
FINANCE -- SORRY.  
YES, ADMINISTRATION BUDGET TO  
CITY COUNCIL WITH A FAVORABLE  
RECOMMENDATION.  
DISCUSSION HAVING HAPPENED, ROLL  
CALL.  
>> Clerk: COUNCILLOR AZEEM?  
ABSENT.  
VICE MAYOR McGovern?  
>> YES.  
>> Clerk: COUNCILLOR NOLAN?  
>> YES.  
>> Clerk: COUNCILLOR SIDDIQUI?  
>> YES.  
>> Clerk: COUNCILLOR  
SOBRINHO-WHEELER?  
>> YES.  
>> Clerk: COUNCILLOR TONER?  
ABSENT.  
COUNCILLOR WILSON?  
>> YES.  
>> Clerk: COUNCILLOR ZUSY?  
>> YES.  
>> Clerk: MAYOR SIMMONS?  
ABSENT.  
YOU HAVE SIX MEMBERS RECORDED IN  
THE AFFIRMATIVE WITH THREE  
RECORDED AS ABSENT.  
>> Chair: THANK YOU.

WE ARE ONTO ASSESSING  
DEPARTMENT.

THIS CAN BE FOUND ON THE BUDGET  
BOOK ON PAGE V-33.

I BELIEVE THE DIRECTOR OF  
ASSESSING, GAYLE WILLET, IS  
HERE.

THERE WERE A COUPLE OF QUESTIONS  
SUBMITTED IF COUNCILLOR ZUSY YOU  
WANT THE START WITH YOURS.

COUNCILLOR SOBRINHO-WHEELER WHO  
IS ONLINE HAD A COUPLE OF  
QUESTIONS, AS WELL.

>> Councillor Zusy: ACTUALLY.  
I GOOFED WITH MY QUESTION.  
IT WAS FOR ADMINISTRATION AND  
NOT ASSESSING.

THANK YOU.

BUT YOU'RE DOING A GREAT JOB.

THANK YOU.

>> Chair: COUNCILLOR

SOBRINHO-WHEELER DID YOU WANT TO  
ASK YOUR QUESTIONS YOU SUBMITTED  
OR DO YOU WANT ME TO READ THEM?

>>Councillor Wheeler: YEAH.  
I CAN SAY THEM OR YOU CAN READ  
THEM.

THEY SORT OF GO TOGETHER IN ONE  
QUESTION.

THE ONE WAS TALK ABOUT HOW OFTEN  
NONPROFITS PROPERTY TAX OR  
PROPERTY HOLDINGS ARE REASSESSED  
IN THE CITY OF CAMBRIDGE?

AND THE SECOND PART IS TAX  
EXEMPT NONPROFIT WERE TO LOSE  
TAX EXEMPT STATUS HOW WE  
DETERMINE THE PROPERTY TAX  
VALUATION AND SPLIT BETWEEN  
RESIDENTIAL AND COMMERCIAL SINCE  
WE HAVE A SPLIT TAX RATE.

>> THROUGH YOU, CHAIR.

TAX EXEMPT PROPERTIES ARE  
REVIEWED YEARLY AS PART OF THE  
3ABC PROCESS.

TYPICALLY IT'S DIFFICULT TO  
ASSIGN RENTS TO SOME PROPERTIES  
SINCE THERE'S NO MARKET FOR SOME

OF THEIR SPACE, SUCH AS  
CLASSROOM SPACE.  
THE DEPARTMENT IS REVIEWING THE  
SUBMITTALS OF BOTH EXEMPT AND  
TAXABLE AREAS.  
YOU ALSO ASKED HOW ARE THESE  
PROPERTIES REASSESSED.  
HOW OFTEN ARE THESE PROPERTIES  
REASSESSED.  
THEY ARE ALL REASSESSED  
ANNUALLY.  
IF THE ORGANIZATION WERE TO LOSE  
TAX EXEMPT STATUS WE WOULD BE  
ASSESSING IT BY USE.  
RESIDENTIAL USES SUCH AS HOUSING  
IS AT THE RESIDENTIAL RATE AND  
COMMERCIAL USES SUCH AS RETAIL  
WOULD BE AT THE COMMERCIAL RATE.  
>>Councillor Wheeler: TO  
FOLLOWUP, I THINK WOULD ANY  
NONRESIDENTIAL PROPERTY BE WITH  
VALUED AT THE COMMERCIAL RATE?  
JUST THINKING OF CLASSROOM  
SPACE, LIKE YOU SAID, IS NOT  
CLEARLY COMMERCIAL BUT IT'S  
OBVIOUSLY ALSO NOT RESIDENTIAL.  
WOULD IT BE VALUED AT THE  
COMMERCIAL RATE OR IS THERE SOME  
OTHER WAY TO MEASURE?  
>> IT WOULD BE BY USE.  
SO IF IT IS ANY KIND OF HOUSING  
USE IT'S RESIDENTIAL.  
ANYTHING ELSE IS COMMERCIAL.  
>>Councillor Wheeler: GREAT.  
THANK YOU.  
JUST WANTED TO CLARIFY.  
THAT'S ALL THE QUESTIONS I HAD.  
I YIELD.  
>> Chair: THANK YOU.  
WERE THERE OTHER QUESTIONS?  
I WILL ASK THE ONES I SENT IN  
ADVANCE.  
WHAT ARE THE ABATEMENT REQUESTS  
RELATED TO FY25?  
I KNOW WE'RE ASSUMING SOME FOR  
FY26.  
JUST CURIOUS ARE THE ABATEMENT

REQUESTS FROM OFFICE AND LAB.  
THE OTHER QUESTIONS WE TALKED  
ABOUT SOME IN THE PAST IS WHEN  
IS A PROPERTY SALE PRICE USED OR  
NOT USED AS A VALUE?

I'VE HAD CONVERSATIONS WITH THE  
ASSESSOR ABOUT THIS BUT THERE  
ARE TIMES WHEN A PROPERTY IS  
SOLD AT A CERTAIN VALUE AND IT  
WOULD BE A LAG OF AT LEAST A  
YEAR.

SOMETIMES TWO OR THREE YEARS OUT  
OUR ASSESSED VALUE IS STILL  
DIFFERENT FROM THE SALE VALUE.  
I'M CURIOUS AS TO THOSE TWO  
QUESTIONS.

THEY'VE HAD THEM IN ADVANCE SO I  
HOPE WE CAN HAVE SOME ANSWERS.

>> SURE.

ANDREW IS GOING TO ANSWER FOR  
THE SALES BUT I'LL TALK ABOUT  
THE ABATEMENTS.

FOR THE ASSESSING DEPARTMENT WE  
CONTINUE TO HAVE A LOW NUMBER OF  
ABATEMENTS FOR FISCAL YEAR 2025.  
THERE WAS A TOTAL OF 178  
ABATEMENTS UP FROM 174 IN  
FISCAL '24, THAT WERE FILED OUT  
AFTER 25,208.

SO LESS THAN 1% FILED  
ABATEMENTS.

THIS SPEAKS TO THE DEPARTMENT  
CONTINUING OUTREACH AND  
ENGAGEMENT WITH TAXPAYERS.

WE MEET FREQUENTLY WITH  
COMMERCIAL PROPERTY OWNERS,  
HOTEL OWNER AND OPERATORS.

THE OUTREACH WILL CONTINUE FOR  
PROPERTY OWNERS IN THE CITY FOR  
FUTURE FISCAL YEARS.

WE DO ASSUME WE'LL RECEIVE MORE  
COMMERCIAL ABATEMENTS FOR FISCAL  
YEAR '26.

WE ARE ANTICIPATING A DECREASE  
FOR FISCAL YEARS 2026 AND 2027.  
THIS IS ANTICIPATING A MORE --  
I'M SORRY.



THIS IS REFLECTING INCREASED  
VACANCIES AND LACK OF DEMAND AS  
WELL AS LOWER VALUES IN THE LAB  
MARKET AND OFFICE MARKET.

THE IMPACT OF GREATER VACANCIES  
AND LACK OF DEMAND FOR SPACE ARE  
BEGINNING TO AFFECT CAP RATES.  
GIVEN THIS ECONOMIC UNCERTAINTY,  
WE EXPECT TO CONTINUE TO SEE  
IMPACTS FROM HIGHER INTEREST  
RATES AND HIGHER HARD AND SOFT  
COSTS.

>> Chair: CAN I FOLLOW UP.  
IT ALSO -- IF I AM A PROPERTY  
OWNER AND I GET THE ASSESSMENT  
FROM THE CITY, THE CITY MAY HAVE  
ALREADY LOWERED IT BASED ON ALL  
THESE OTHER FACTORS, CORRECT?

>> RIGHT.

WE'RE FOLLOWING THE MARKET.

>> Chair: SO THOSE WOULD ALREADY  
BE FACTORED IN BECAUSE THE  
MARKET IS WHATEVER THE MARKET IS  
DOING.

AN ABATEMENT IS FILED IF THE  
PROPERTY OWNER DISAGREES WITH  
WHATEVER THE ASSESSMENT IS.

OKAY.

I WANTED TO CLARIFY.

IT SOUNDS LIKE SINCE YOU'RE  
FOLLOWING THE MARKET WE'VE SEEN  
VALUATIONS, AT LEAST SOME  
SOFTENING.

WE KNOW, RIGHT.

THE QUESTION WAS RAISED EARLIER  
I THINK WE'RE STILL SEEING  
18%-20% VACANCY RATES ACROSS THE  
BOARD IN LABS AND A LITTLE BIT  
HIGHER IN OFFICES.

IS THAT ABOUT WHAT WE'RE SEEING?

>> YEAH.

I HEARD YOU ASK THE QUESTION  
EARLIER.

I DID TAKE A QUICK LOOK.

QUARTER ONE 2025, C.B. RICHARD  
ELLIS IS WHAT I LOOKED AT FOR  
LAB.

KENDALL LAB HAS THE LOWEST  
VACANCY RATE AT 11.7%.  
THE OVERALL CAMBRIDGE VACANCY  
RATE IS 15.1%.  
FOR OFFICES I LOOKED AT  
COLLIERS.  
QUARTER 2025 AND THAT'S AT 26.5.  
>> Chair: THAT'S HIGH.  
THAT DOESN'T INCLUDE SUBLEASING  
THAT'S AVAILABLE, CORRECT?  
>> CORRECT.  
THAT'S JUST DIRECT VACANCY.  
>> Chair: THERE ARE SOME  
SIGNIFICANT SUBLEASING  
AVAILABLE.  
THE TRUE VACANCY RATE IS  
PROBABLY HIGHER.  
>> IF YOU LOOK AT THE SUBMARKET,  
YES.  
>> Chair: THANK YOU FOR THAT  
CLARIFICATION.  
IF WE WANT TO ANSWER THE  
QUESTION ABOUT --  
>> SURE.  
THROUGH YOU, CHAIR.  
ALL ASSESSMENTS ARE BASED ON THE  
MARKET VALUE AS OF JANUARY 1ST,  
USING THE SALES AND MARKET DATA  
FROM THE PRIOR YEAR.  
SO THE VALUES WE PUT OUT IN  
OCTOBER WILL REFLECT MARKET  
ACTIVITY IN 2024.  
ALL PROPERTIES ARE VALUED BASED  
ON ECONOMIC MODELS USING THREE  
APPRAISAL APPROACHES TO VALUE.  
FOR RESIDENTIAL PROPERTIES THESE  
MODELS ARE BASED ON ARMS LENGTH  
SALES FOLLOWING THE DEPARTMENT  
OF REVENUE GUIDELINES IN  
REVIEWING SALES DATA AND  
EXCLUDING SALES THAT ARE NONARMS  
LENGTH TRANSACTIONS SUCH AS  
FAMILY SALES OR USE FOR  
CONVERSION.  
USING THE DIFFERENT METHODOLOGY  
FOR SALE AND NONSALE WOULD BREAK  
THE INTEGRITY AND FAIRNESS OF

THE PROCESS AND IS STRICTLY  
AGAINST DEPARTMENT OF REVENUE  
REGULATIONS AND WOULD PUT OUR  
ABILITY TO PUT OUT BILLS IN A  
TIMELY FASHION AT RISK.  
WE HAVE TO USE THE MODELS FOR  
BOTH SALES AND NONSALES.

>> Chair: THANK YOU.

ANY OTHER QUESTIONS FOR  
ASSESSING.

COUNCILLOR TONER.

>> Councillor Toner: A QUICK  
QUESTION.

I THINK I KNOW THE ANSWER  
BECAUSE WE'VE ASKED IT BEFORE.  
I WANT TO MAKE SURE: WHEN IT  
COMES TO THE RESIDENTIAL SALES  
AND ASSESSING THE VALUE FOR  
PURPOSE OF SETTING THE TAX RATE,  
I THINK I HEARD YOU SIX OR EIGHT  
MONTHS AGO SAY THE SALE HAS TO  
BE A LIKE SALE.

SO IF SOMEBODY BUYS MY  
RESIDENTIAL HOUSE, TEARS IT DOWN  
AND BUILDS A MCMANSION, THAT'S  
NOT GOING TO NECESSARILY  
AFFECT -- IT DOESN'T MEAN THAT  
YOU ASSESS ALL THE OTHER  
PROPERTIES IN THE AREA AT  
\$4 MILLION OR SOMETHING LIKE  
THAT, CORRECT?

>> THROUGH YOU, CHAIR.

YES.

CORRECT.

WHAT WE'RE LOOKING AT ARE ARMS  
LENGTH SALES.

THAT WOULD BE A SPECULATIVE SALE  
BECAUSE SOMEONE IS BUYING IT FOR  
ANOTHER USE, FOR A CONVERSION  
USE.

WE WOULDN'T WANT TO JUDGE WHAT  
SOMEONE BUYING A TWO FAMILY AND  
KEEPING IT A TWO FAMILY WOULD  
PAY VERSUS A DEVELOPER WHO HAS  
SPECULATIVE INTEREST IN IT.

>> Councillor Toner: THROUGH  
YOU, MADAM CHAIR.

DOES THAT CAUSE DIFFICULTIES FOR YOU SINCE WE KEEP HEARING THAT MORE PEOPLE ARE DOING THAT? DOES THAT MESS UP THE NUMBERS IN TERMS OF HOW YOU ARE ABLE TO SET A RATE?

>> I WOULD SAY NO.

WE DON'T HAVE ENOUGH THAT IT'S SKEWING THINGS.

WE HAVE SOME BUT THE IT'S NOT ENOUGH THAT IF WE THROW THE SALES OUT WE DON'T HAVE ENOUGH OF A POOL TO LOOK AT TO GET A SENSE OF WHAT'S HAPPENING IN THE MARKET.

>> Councillor Toner: THANK YOU. THE ONLY REASON I ASKED IS THERE'S A LOT OF PEOPLE WHO KEEP POSTING THIS STUFF ON LIST SERVES THAT OUR TAX RATES ARE GOING SKY HIGH BECAUSE PEOPLE ARE BUILDING MCMANSIONS.

I YIELD.

>> Chair: TO CLARIFY, IF SOMEONE DID BUY COUNCILLOR TONER'S HOUSE, TORE IT DOWN AND BUILT IT AND SOLD IT IT WOULD BE VALUED AT THE SALE PRICE OF THAT AFTER IT WAS BUILT BUT NOT THE SPECULATIVE PRICE.

IS THAT CORRECT?

>> WE WOULDN'T LOOK AT THE SPECULATIVE PRICE BECAUSE THAT IS FOR CHANGE OF USE. IF IT WAS SOLD DOWN AND TURNED INTO A SINGLE FAMILY WE WOULD LOOK AT THAT IF IT'S AN ARMS LENGTH SALE.

>> Chair: RIGHT.

ONLY ONCE IT'S BEEN DEVELOPED AND THEN IF IT'S SOLD. IT TAKES A YEAR, AS WE ALL KNOW, THE TRAGEDY OF FOLKS AT MOUNT AUBURN STREET LIVING IN A BUILDING THAT WAS ESSENTIALLY CONDEMNED AND YET THEIR PROPERTY VALUE WAS BASED ON JANUARY 1ST

OF THE YEAR BEFORE IT GOT  
CHANGED.

THIS YEAR IT WILL PRESUMABLY  
REFLECT THOSE VALUES BUT IT'S  
HARD FOR PEOPLE TO CONTEMPLATE  
IT TAKES A FULL YEAR FOR  
VALUATION WORK THROUGH.

THAT'S BECAUSE OF STATE LAW.  
IT'S NOTHING WE REGULATE.

>> Councillor Toner: BECAUSE OF  
YOUR QUESTION I WANT TO ASK A  
CLARIFYING.

MY HOUSE IS 2000 SQUARE FEET.  
IF SOMEBODY TEARS MY HOUSE DOWN,  
IT'S A SINGLE FAMILY, AND BUILDS  
A 4000 SQUARE FOOT SINGLE FAMILY  
HOME.

HOW DOES THAT WORK INTO YOUR  
FORMULA?

THAT'S WHAT WE'RE HEARING  
CRITICISM OF.

>> THE NEW PROPERTY, EVEN IF IT  
DID NOT SALE, WOULD BE BASED ON  
THE NEW DATA.

AGAIN, IT DOESN'T TAKE A YEAR  
FOR IT TO CATCH UP BUT IT WOULD  
BE BASED ON SALES OF SIMILAR  
PROPERTIES BECAUSE THERE ARE  
PROPERTIES OF THAT SIZE, SINGLE  
FAMILIES, EVEN IF IT'S NOT THE  
DIRECT SALE.

THE SAME WAY ANYBODY LIVING IN A  
HOUSE IN CAMBRIDGE WHO HASN'T  
SOLD RECENTLY IT'S BASED ON THE  
MARKET DATA OF SIMILAR  
PROPERTIES.

>> Councillor Toner: AGAIN, I'M  
VERY SLOW ON THIS.

MY NEIGHBOR'S HOUSE THAT'S 2,000  
SQUARE FEET THEY HAVEN'T DONE  
ANYTHING TO WOULDN'T SEE A HUGE  
INCREASE IN ASSESSED VALUE  
BECAUSE THERE'S A 4,000 SQUARE  
FOOT SINGLE FAMILY, BRAND NEW  
WITH SUNKEN BASEMENT AND  
EVERYTHING ELSE.

ALL THE BELLS AND WHISTLES.

>> I WOULD SAY, NO.  
THE MODELS ARE LOOKING AT THINGS  
SIMILAR TO EACH OTHER.  
THAT WOULD JUST BE TOO DIFFERENT  
TO REALLY HAVE MUCH OF AN  
AFFECT.

>> Councillor Toner: THANK YOU.  
THAT WAS THE CLARIFICATION.  
I YIELD.

>> Chair: IT WOULD BE VALUED  
THOUGH AT THE OTHER 2,000 SQUARE  
FOOT HOMES IN THE AREA.  
IT MAY GO UP BUT NOT BECAUSE OF  
THE 4,000 SQUARE FOOT HOUSE.  
I'M SEEING NODS.  
I BELIEVE THOSE WERE THE ONLY  
QUESTIONS FOR ASSESSING.  
I WILL SAY YOU'RE GOING TO HAVE  
A DIFFICULT JOB THIS YEAR AND WE  
APPRECIATE STAYING ON TOP OF IT.  
IT'S A CHALLENGING TIME FOR LOTS  
OF FOLKS WITH THE VALUATION.  
AS WE HEARD EARLIER, PART OF THE  
FIRST HOUR WAS THIS POSSIBLE  
SHIFT FROM COMMERCIAL TO  
RESIDENTIAL AS A RESULT OF THE  
ASSESSING THAT HAS TO, BY LAW,  
KEEP UP WITH THE MARKET AND OUR  
BEST ESTIMATE OF WHO WHAT THOSE  
PROPERTIES ARE WORTH.  
WAS THERE SOMETHING ELSE YOU  
WANTED TO ADD?  
ANY OTHER QUESTIONS ON THIS OR  
COUNCILLOR TONER MOVES THAT WE  
MOVE THE ASSESSING DEPARTMENT  
BUDGET TO THE FULL CITY COUNCIL  
WITH A FAVORABLE RECOMMENDATION.  
DISCUSSION HAVING HAPPENED ROLL  
CALL.

>> Clerk: COUNCILLOR AZEEM?  
ABSENT.  
VICE MAYOR McGovern?

>> YES.

>> Clerk: COUNCILLOR NOLAN?

>> YES.

>> Clerk: COUNCILLOR SIDDIQUI?

>> YES.

>> Clerk: COUNCILLOR  
SOBRINHO-WHEELER?  
>> YES.  
>> Clerk: COUNCILLOR TONER?  
>> YES.  
>> Clerk: COUNCILLOR WILSON?  
>> YES.  
>> Clerk: COUNCILLOR ZUSY?  
>> YES.  
>> Clerk: MAYOR SIMMONS?  
ABSENT.  
YOU HAVE SEVEN MEMBERS RECORDED  
IN THE AFFIRMATIVE AND TWO  
RECORDED AS ABSENT.  
>> Chair: ONTO THE BUDGET  
DIDN'T.  
THIS IS ON PAGE V35.  
IT MAY BE THE ONLY QUESTIONS IN  
ADVANCE ARE WHAT ARE THE TOTAL  
COSTS OF PARTICIPATORY BUDGETS  
AND DIRECT AND INDIRECT STAFF  
THE FUNDS.  
THE QUESTION ON THE EMPLOYEE  
BENEFIT ADJUSTMENT SOME  
DEPARTMENTS INCLUDE AN ADJUSTED  
FISCAL YEAR NUMBER AND OTHERS  
DON'T.  
QUESTION ABOUT WHEN THAT  
DECISION WAS MADE TO INCLUDE  
THEM OR NOT.  
>> THANK YOU, THROUGH YOU, MADAM  
CHAIR.  
FOR PARTICIPATORY BUDGETING WE  
HAVE A COST CENTER.  
WE BUDGET ABOUT 70,000 FOR --  
THAT MOSTLY COVERS MAILINGS,  
COMMUNICATION, PRINTING, AND  
THINGS LIKE THAT FOR THE  
PROCESS.  
THAT'S, OF COURSE, IN ADDITION  
TO THE ACTUAL CITY FUNDS USED  
FOR THE PROJECTS.  
WE ALSO HAVE A STAFF PERSON  
WHERE MOST OF THEIR TIME IS  
SPENT COORDINATING PARTICIPATORY  
BUDGETING AND THAT REALLY  
HAPPENS THROUGHOUT THE YEAR.

WE'RE GEARING UP FOR THE NEXT  
CYCLE VERY SHORTLY.  
IN TERMS OF THE OTHER QUESTION  
ABOUT WHICH DEPARTMENT --  
>> Chair: WE DON'T HAVE A TOTAL  
BUDGET BECAUSE THERE ARE LOTS OF  
OTHER CITY STAFF.  
>> YES.  
AND THERE'S, YOU KNOW, ALL OF  
THE STAFF REALLY PITCH IN.  
>> Chair: IT'S PHENOMENAL WORK  
AND THERE'S LOTS OF PEOPLE.  
I'VE BEEN TO A COUPLE OF THOSE.  
>> YES.  
DEFINITELY APPRECIATE THAT AND,  
YES.  
IT'S REALLY HARD TO PIN AN EXACT  
NUMBER OF WHAT THE COST IS IN  
TERMS OF STAFF TIME.  
THERE IS STAFF TIME INVOLVED IN  
IT, AS WELL.  
IN TERMS OF THE OTHER QUESTION  
ON WHERE WE'RE SHOWING ADJUSTED  
BUDGET NUMBERS.  
WHAT WE INCLUDED IT FOR WERE THE  
DEPARTMENTS.  
AT THE DEPARTMENT LEVEL.  
WHAT WE DIDN'T DO IT FOR WAS AT  
EACH INDIVIDUAL DIVISION WITHIN  
DEPARTMENTS.  
IN THE BUDGET BOOK, FOR EXAMPLE,  
YOU'LL HAVE FINANCE AS THE  
OVERALL DEPARTMENT AND I.T. AND  
BUDGET ASSESSING AS DIVISIONS  
WITHIN THAT DEPARTMENT.  
WE DON'T DO THAT BREAK OUT AT  
THAT GRANULAR OF A LEVEL.  
>> Chair: OKAY.  
JUST CURIOUS.  
WE TALK LATER ON ABOUT MAYBE  
GETTING TRANSPARENCY ON THAT.  
>> YES.  
>> Chair: THANK YOU FOR THOSE  
ANSWERS.  
IT SOUNDS LIKE FOR PB IT'S ABOUT  
200,000 ALL IN WHEN YOU TALK  
ABOUT STAFF TIME AND EVERYTHING



ELSE AND A MILLION DOLLARS FOR  
THE ALLOCATION.  
ANY QUESTIONS ON BUDGET OFFICE?  
COUNCILLOR WILSON.

>> Councillor Wilson: THANK  
YOU.

THIS IS SOMETHING THAT I WAS  
JUST THINKING ABOUT.  
I THINK AS WE'RE HAVING THESE  
VERY TOUGH AND DIFFICULT  
CONVERSATIONS, SOME OF -- I WANT  
TO APPRECIATE THE COMMUNITY  
PROCESS THAT GOES INTO  
PARTICIPATORY BUDGET AND HOW  
THIS WAS ALL ESTABLISHED AND THE  
GOOD WORK.

I ALSO RECOGNIZE THAT SOME OF  
THE THINGS THAT ACTUALLY ARE  
SUBMITTED AS IDEAS AND STUFF ARE  
POSSIBLY MAYBE THINGS WE SHOULD  
BE DOING THROUGHOUT OUR CITY  
ANYWAY AND IN OUR CITY BUDGETS  
ANYWAY.

SOMETIMES I'M ALWAYS CURIOUS  
ABOUT THAT.

I KNOW IN TERMS OF BUDGET WISE,  
I GUESS MY QUESTION IS WHEN WE  
ARE IN A TOUGH POSITION RIGHT  
NOW FINANCIALLY AND WE WANT TO  
MAKE SURE THAT OUR MOST  
VULNERABLE ARE BEING SERVICED  
THROUGH THE DOLLARS IN OUR CITY.  
WHAT WOULD IT LOOK LIKE TO MAYBE  
REALLOCATE THE PARTICIPATORY  
BUDGET FUNDS TO ACTUALLY MAKE  
SURE THAT WE ARE DOING DIRECT  
SERVICE AND CARE TO FOLKS IN  
NEED IN OUR COMMUNITY?

>> THROUGH YOU, MADAM CHAIR.  
WHAT I'LL SAY IS THAT THE REAL  
VALUE IN PB ISN'T NECESSARILY  
THE AMOUNT OF MONEY TOWARDS THE  
PROJECTS.

IT'S THE PROCESS ITSELF AND IN  
BRINGING COMMUNITY MEMBERS IN  
AND GIVING THAT -- FEELING LIKE  
THEY HAVE A SAY IN HOW THE

BUDGET IS BEING USED.  
PART OF THE PROCESS INVOLVES A  
LOT OF BACK AND FORTH BETWEEN  
VOLUNTEER DELEGATE AND STAFF  
FROM A VARIETY OF DIFFERENT  
DEPARTMENT AND HIGH LEVELS  
WITHIN THOSE DEPARTMENTS TO TALK  
ABOUT WHAT THEY ARE DOING  
CURRENTLY.  
WHERE THERE ARE POTENTIAL GAPS  
IN FUNDING.  
TO TRY TO ADDRESS THAT VERY  
ISSUE.  
IF IT'S SOMETHING THE CITY  
SHOULD BE DOING ALREADY, LET'S  
HAVE A CONVERSATION AND HEAR  
WHAT THE CITY IS ACTUALLY DOING  
AND WHERE PB MIGHT ACTUALLY  
ENHANCE WHAT THE CITY IS ALREADY  
DOING.  
I'M GOING TO TURN IT OVER TO OUR  
PB COORDINATOR, MELISSA LOU TO  
EXPAND.  
>> I'M THE COORDINATOR.  
THROUGH YOU CHAIR.  
THANK YOU FOR THE QUESTION,  
COUNCILLOR WILSON.  
I THINK TO YOUR POINT ABOUT MANY  
OF THE IDEAS BEING THINGS THAT  
PERHAPS THE CITY SHOULD BE  
DOING.  
THIS IS ONE OF THOSE OTHER GREAT  
THINGS ABOUT THE PB PROCESS.  
OFTENTIMES THEY ARE THINGS THE  
CITY IS ALREADY DOING BUT THE  
PROBLEM IS HOW DO I INFORM THE  
PUBLIC THESE ARE THINGS THE CITY  
IS DOING.  
THESE ARE SERVICES THEY CAN HAVE  
ACCESS TO.  
PB IS ONE OF THE MOST POWERFUL  
WAYS, I WOULD SAY, TO GET THAT  
INFORMATION INTO THEIR HANDS.  
RESIDENTS GET A CHANCE TO LEARN  
THROUGH FIRSTHAND, HANDS ON  
RESEARCH, DIRECT CONVERSATIONS  
WITH CITY STAFF AND HOW THEY CAN

ENGAGE IN THESE KIND -- HAVE  
ACCESS TO THESE RESOURCE AND  
CONTINUE TO SHARE THOSE WITH  
THEIR COMMUNITY MEMBERS AND  
NEIGHBORS.

TO HIS POINT ABOUT IT BEING MORE  
THAN JUST PROJECTS THAT END UP  
ON THE BALLOT.

THE PROCESS, AS A WHOLE, SERVES  
THAT PURPOSE OF COMMUNICATION.

>> Councillor Wilson: THANK  
YOU.

SOMETIMES OVER THE YEARS OF  
DOING PB AND PARTICIPATING,  
MAKING SURE YOUNG PEOPLE ARE  
VOTING, PROJECTS LIKE A NEW ROOF  
AT ONE OF OUR YOUTH CENTERS OR  
NEW SPACE.

SOMETIMES THOSE THINGS MAY NOT  
ACTUALLY GET THE FUNDING -- MAY  
NOT BE SELECTED THROUGH THIS  
PROCESS AND THEN WE MIGHT HAVE  
MORE SAY EV STATIONS THAT POP  
UP.

AGAIN, IT GOES BACK TO THIS  
PROCESS OF VOTING.

I'M ALWAYS JUST CURIOUS ABOUT  
WHO IS TAKING ADVANTAGE OF THE  
VOTING PROCESS?

ESPECIALLY NOW THAT WE HAVE 12  
YEAR OLDS WHO ARE ABLE TO VOTE  
ACROSS OUR CITY.

I CAN'T IMAGINE A 12-YEAR-OLD  
CARES OR KNOWS ABOUT HAVING --  
I'M NOT TRYING TO COMPARE EV  
STATIONS TO A ROOF AT OUR YOUTH  
CENTER BUT I'M SAYING THINGS  
LIKE THAT OR OTHER THINGS THAT  
ARE BEING SPONSORED.

IF SOMETHING WAS ON THAT LIST  
LIKE, HEY, COULD WE GIVE MORE  
FOOD TO FAMILIES OR CASH  
ASSISTANCE TO FAMILIES IN NEED  
OR WHAT WOULD IT LOOK LIKE TO  
KEEP A SHELTER OPEN.

I'M THINKING ABOUT BROADLY,  
ESPECIALLY AS WE HAVE THIS

CONVERSATION AROUND SUPPORTING  
MOST VULNERABLE FAMILIES AND  
INDIVIDUALS IN NEED.  
HOW CAN WE REIMAGINE AND  
REESTABLISH THE USE OF  
PARTICIPATORY BUDGET DOLLARS TO  
MAKE SURE THAT WE ARE DOING REAL  
DIRECT SERVICE CARE TO THE FOLKS  
THAT WE'RE SAYING RIGHT NOW WE  
CAN'T SERVICE YET WE HAVE THIS  
ALLOCATION IN OUR BUDGET THAT  
MAYBE WE CAN REIMAGINE HOW WE  
USE THESE DOLLARS?

>> THROUGH YOU, MADAM CHAIR.  
THAT'S AN EXCELLENT QUESTION AND  
SOMETHING WE'RE CONTINUOUSLY  
WORKING TO IMPROVE ON.  
I THINK A LOT OF THAT COMES  
DURING THE PROPOSAL DEVELOPMENT  
STAGE.

BEFORE A PROJECT GETS ON THE  
BALLOT TAKING THE THOUSAND PLUS  
IDEAS AND MAKING SURE THERE'S  
EQUITY, THERE'S OTHER TYPES OF  
CONSIDERATIONS IN TERMS OF  
WHAT'S GETTING ON THE BALLOT  
THAT PEOPLE CAN VOTE ON.  
MAKING SURE WE'RE ENGAGING THE  
COMMUNITY AS MUCH AS POSSIBLE,  
ESPECIALLY UNDERREPRESENTED  
COMMUNITIES, IN TERMS OF -- AT  
EVERY STAGE.

WE'RE GETTING THEIR VOICE AND  
WHAT IDEAS ARE IMPORTANT.  
PROPOSAL DEVELOPMENT, NARROWING  
IT DOWN ON THE BALLOT AND THEN  
ACTUALLY VOTING.

BUILDING THAT AWARENESS.  
THERE'S NO EASY ANSWER.

I THINK IT'S A GREAT QUESTION  
AND WE'RE JUST CONTINUING TO  
WORK TO GET BETTER AND BETTER AT  
IT.

>> TO ADD TO WHAT HE SAID.  
TO THE FIRST POINT ABOUT YOUTH  
BEING ABLE TO VOTE AND PERHAPS  
NOT SEEING THE PROJECTS THEY SEE

MOST OFTEN COME OUT THE OTHER  
END.

I JUST WANT TO SPEAK TO THE FACT  
THAT THE PARTICIPATION ALONE IS  
PRETTY INCREDIBLE.

HOW OFTEN DO YOU SEE MIDDLE  
SCHOOLERS PAYING ATTENTION TO  
SOMETHING THE CITY IS DOING ON A  
BROADER SCALE.

PB IS A POWERFUL OUTLET TO GET  
IT THROUGH.

I WAS A 12-YEAR-OLD IN THE FIRST  
PB CYCLE AND I REMEMBER VOTING.  
IT BROUGHT ME HERE TODAY.

IT'S POWERFUL IN THAT SENSE.

I WANT TO NOTE WE ARE ALWAYS  
THINKING ABOUT HOW PB AS A  
PROCESS COULD EVOLVE TO MEET THE  
NEEDS OF WHAT THE COMMUNITY  
WANTS TO SEE.

AN EXAMPLE IS WE'RE EXPLORING  
HOW CAN PROJECT IMPLEMENTATION  
PERHAPS TAKE A DIFFERENT ROUTE?  
THE SENSE OF COULD WE PERHAPS  
PARTNER WITH COMMUNITY  
ORGANIZATIONS?

COULD WE MY ABOUT WORKING AND  
IMPLEMENTING THESE PROJECTS  
BEYOND JUST WITHIN CITY  
DEPARTMENTS AND HOW CAN WE  
CONTINUE TO EXPAND POTENTIAL OF  
WHAT THESE PROJECTS COULD LOOK  
LIKE?

COULD THEY BE DIFFERENT YEAR TO  
YEAR SO WE DON'T HAVE EV  
CHARGERS EVERY SINGLE YEAR  
ALTHOUGH THESE INCREDIBLY  
POPULAR.

IT'S SOMETHING RESIDENTS DO WANT  
TO SEE.

WE ARE CONTINUING TO WORK ON  
THAT YEAR AFTER YEAR AND WE'LL  
CONTINUE TO DO SO WITH THE  
UPCOMING CYCLE.

>> Councillor Wilson: THANK  
YOU.

I THINK I JUST -- IN THIS MOMENT

WHERE WE ARE HAVING THIS  
CRITICAL CONVERSATION AROUND  
DOLLARS THAT WE CAN'T ALLOCATE  
TO SAY RISE OF SUCCESSOR OR KEEP  
A SHELTER OPEN.

THIS IS NOT ANYTHING TOWARDS YOU  
IT'S JUST THAT THERE ARE THESE  
DOLLARS USED -- THAT SHOULD BE  
USED TO MAKE SURE WE'RE SERVING  
THE MOST VULNERABLE OR TAKING  
THOSE IDEAS.

WE'RE HEARING FROM PUBLIC  
COMMENT THERE'S A GREAT NEED  
RIGHT NOW.

MAYBE HOW CAN THOSE THINGS MAYBE  
BYPASS OR BE PART OF THE PROCESS  
WITH AN INTENTIONAL FOCUS OF  
DIRECT SERVICE IN NEED TO  
INDIVIDUALS WHO NEED IT.

HOW DO WE REIMAGINE IN THIS  
TIME, THIS CLIMATE, THIS  
ADMINISTRATION, YOU KNOW WHAT?  
WE'RE GOING TO REFOCUS PB TO  
MAKE SURE WE ARE PROVIDING  
DIRECT SOMETHING TO COMMUNITIES  
AND MEMBERS OF OUR COMMUNITY WHO  
ARE REALLY STRUGGLING RIGHT NOW.  
WHAT WOULD IT LOOK LIKE TO DO  
THAT?

THAT'S, I THINK, THE BROADER  
SENSE OR MORE DIRECT SENSE --  
NOT BROADER.

MORE DIRECT WAY I WOULD LIKE TO  
SEE FUNDS BE UTILIZED ESPECIALLY  
RIGHT NOW.

IF WE WERE TO SAY WE COULD DO  
THAT THE NEXT COUPLE OF YEARS I  
WOULD LOVE TO SEE THAT.

I YIELD.

>> Chair: THANKS.

YES.

SOME OF THOSE PROJECTS HAVE BEEN  
VOTED ON AND APPROVED.

THIS LAST CYCLE THERE WAS AT  
LEAST ONE FOR UNHOUSED  
COMMUNITY.

VICE MAYOR McGovern AND THEN

COUNCILLOR ZUSY.

>> Vice Mayor McGovern: TO FOLLOW UP ON THIS TRAIN OF THOUGHT.

PB EVOLVED OVER THE YEARS. IT WAS JUST CAPITAL PROJECTS AND NOW MOVED INTO OTHER TYPES OF PROJECTS AND SO MAYBE ANOTHER EVOLUTION AT SOME POINT IS -- EVEN TO THINK ABOUT THE MILLION DOLLARS THAT MAYBE THERE'S SOMETHING A CERTAIN PERCENTAGE OF MONEY GOES TO ENVIRONMENTAL THINGS OR HUMAN SERVICES PROGRAM SO YOU GET MORE VARIETY ACROSS THE CATEGORIES.

THE ONLY OTHER THING TO FOLLOWUP ON COUNCILLOR WILSON'S FIRST POINT ABOUT SOME IDEAS ARE THINGS THE CITY IS ALREADY DOING OR SHOULD BE DOING.

I THINK YOU WEED OUT PROBABLY A LOT OF THINGS THE CITY IS ALREADY DOING.

THE ONLY -- I HEAR VERY LITTLE CRITICISM OF PB

I THINK PEOPLE LOVE IT.

THE ONLY THING I HEAR SOMETIMES IS WHY THE PB MONEY SPENT ON THAT?

THE EXAMPLE I USED ONE YEAR IS TO BUY NEW DESKS TO REPLACE BROKEN DESKS OF THE SCHOOL.

WHY IS PB MONEY AND PEOPLE HAVE TO VOTE TO REPLACE DESKS AT THE SCHOOL.

SHOULDN'T WE DO THAT OUT OF THE SCHOOL BUDGET OR THE CITY BUDGET?

THINKING, AGAIN, EVEN THE THINGS THAT GET THROUGH SOMETIMES ARE OFTEN THINGS PEOPLE LOOK AT AND SAY WAIT.

THIS ISN'T SOMETHING -- PB IS VIEWED AS SOMETHING ADDITIONAL WE WANT TO DO AND YET THERE'S SOMETIMES THINGS IN THERE THAT

ARE LIKE, WELL, WE SHOULD  
PROBABLY DO THAT ANYWAY.  
THINKING ABOUT HOW THAT PLAYS  
OUT ON THE BALLOT.

THANK YOU.

I YIELD.

>> Councillor Zusy: I ALSO HAVE  
SOME QUESTIONS ABOUT  
PARTICIPATORY BUDGETING.

I THINK MANY PEOPLE -- I KNOW  
PEOPLE LOVE IT BUT MANY SEE IT  
AS A FRILL AND IF WE DON'T HAVE  
MONEY FOR UNDERSERVED AUDIENCES  
THIS YEAR MAYBE IT WOULD BE  
GOOD -- I FEEL LIKE AND I'LL  
SEE.

NATIONAL LEAGUE OF CITIES HAS A  
CITIZENS ACADEMY.

IT'S A DIFFERENT MODEL FOR CIVIC  
ENGAGEMENT BUT MAYBE THERE'S  
WAYS WE CAN BE ENGAGING OUR  
CITIZENS AND IT DOESN'T COST A  
MILLION DOLLARS AND REDIRECT  
THAT MONEY TOWARDS OTHER  
PROGRAMS AS WE ARE IN MORE  
DIFFICULT TIMES.

IF WE'RE NOT GOING TO DO THAT,  
BECAUSE I KNOW I'VE HEARD YOU  
SAY CITY MANAGER THAT PEOPLE  
LOVE THIS PROGRAM.

I KNOW OTHER CITIES AROUND THE  
COUNTRY ARE REPLICATING OUR  
PROGRAM.

I LOVE THE IDEA BUDGET DIRECTOR  
JENNINGS THAT YOU SHARED ABOUT  
PARTNERING WITH NONPROFITS.

AGAIN, SOMETHING I'VE JUST BEEN  
SO SHOCKED BY AS A NEW CITY  
COUNCILLOR OR STILL SORT OF NEW,  
IS HOW ALL THESE LEGACY  
NONPROFITS HAVE BUILDINGS THAT  
ARE FALLING APART.

WOULDN'T BE IT GREAT IF THE  
CAMBRIDGE ART CENTER, COMMUNITY  
ART CENTER, COULD FIX THEIR  
ROOF.

I REALIZE THAT'S A C.H.A.



PROPERTY BUT IT WOULD BE SO NICE  
IF THERE WASN'T MOLD IN THAT  
FACILITY.

IF WE WERE GOING TO CONTINUE  
THIS PROGRAM TO BE FUNDING  
THINGS THAT ACTUALLY REALLY  
NEEDED TO HAPPEN BECAUSE THERE  
ARE DIRE NEEDS FOR FUNDING.  
IF YOU TALK TO PETER DAMIRO AT  
THE DANCE COMPLEX HE NEEDS  
\$3 MILLION JUST TO REDO THE  
FACADE FOR THE DANCE COMPLEX AND  
IS GETTING HALF A MILLION FROM  
THE CITY BUT HE DOESN'T HAVE THE  
OTHER TWO AND A HALF MILLION  
DOLLARS.

I FEEL LIKE OFTEN -- I FOUND  
ALMOST NO PROJECTS OUTSIDE OF  
THE NATIVE GARDEN FOR \$70,000  
THIS YEAR THAT I THOUGHT WERE  
REALLY EXCITING.

I FEEL IF WE WERE GOING TO  
CONTINUE THE PROGRAM, I THINK  
EXPANDING IT TO SUPPORT OUR  
NONPROFITS WOULD BE AN  
INTERESTING IDEA SO IT WOULD  
TRULY BE SIGNIFICANT THINGS  
WOULD HAPPEN WITH THAT MONEY.  
THANK YOU.

I YIELD.

>> Chair: THANK YOU.  
COUNCILLOR TONER.

>> Councillor Toner: JUST ONE  
QUICK QUESTION.  
WOULD THE PARTICIPATORY BUDGET  
PROGRAMMING, WE'RE STILL ONLY  
FUNDING THINGS THAT ARE ONE TIME  
DEAL OR ARE WE DOING MULTIYEAR  
FUNDING FOR PROJECTS AT THIS  
POINT?

>> THANK YOU FOR THE QUESTION.  
THROUGH CHAIR NOLAN.  
MULTIYEAR ARE NOW -- AS OF PB10,  
ELIGIBILITY WAS EXPANDED TO FUND  
OPERATING PROJECTS UP TO A TIME  
LIMIT OF UP TO THREE YEARS.  
THAT'S HOW LONG THEY WOULD BE

ALLOCATED FOR IF THEY APPEAR ON  
THE BALLOT AND THEY WOULD END.  
THE FUNDING WOULD RUN OUT AND IT  
HAS A THREE-YEAR TIME CAP.

>> WITHIN THE EXISTING BUDGET  
THAT IS ALLOCATED.

IF IT'S A \$50,000 A YEAR  
OPERATING COST IT'S \$150,000  
THAT'S ALLOCATED FOR THE THREE  
YEARS.

>> Councillor Toner: THAT'S  
CLEAR IN THE DESCRIPTION WHEN WE  
VOTE ON IT?

OKAY.

THANK YOU.

>> MAYBE THROUGH YOU, CHAIR  
NOLAN, JUST TO ADD.

I THINK A LOT OF THE PURPOSE  
BEHIND PB IS THIS ENGAGEMENT.  
THE INTERACTIONS WITH PEOPLE IN  
THE COMMUNITY AND IN THE SCHOOLS  
TO COME UP WITH IDEAS, TO  
UNDERSTAND WHAT IS HAPPENING IN  
OUR CITY.

THE SERVICES THAT EXIST AND TO  
GET THEM EXCITED ABOUT BEING  
INVOLVED.

I THINK THAT PROBABLY IS A PIECE  
OF THE BEAUTY OF THE DEMOCRATIC  
PROCESS WHERE, AS WE'RE NOTING,  
SOMETIMES THERE ARE THINGS THAT  
JUST HAPPEN TO BE VERY POPULAR  
IN PB

WE'VE TENDED NOT TO MORE  
INTENTIONALLY DIRECT THAT.

I THINK A LOT OF WHAT WE'VE  
TRIED TO DO IS TO EXPAND THE  
CRITERIA TO PROVIDE FOR MORE  
KINDS OF IDEAS.

I THINK IT WAS LIMITING.  
MELISSA IS TEASING A LITTLE BIT.  
WE'RE NOT FULLY BAKED ON THIS  
BUT IT IS TO SEE THE POSSIBILITY  
FOR US TO MOVE BEYOND SIMPLY  
FUNDING CITY PROJECTS.

I THINK THAT'S A BIT OF FEEDBACK  
THAT WE'VE RECEIVED OVER THE

YEARS.

THERE IS SOMETHING ABOUT PB,  
PEOPLE ENGAGING DIRECTLY ON WHAT  
THE CITY CAN DO AND THAT'S WHERE  
SOME OF THE PROJECTS END UP  
ESSENTIALLY BEING.

CITY DEPARTMENTS IMPLEMENTING.  
WE DO HAVE WONDERFUL NONPROFITS  
THAT ARE PROVIDING ALL KINDS OF  
SERVICES AND I THINK THE  
EXPLORATION WE'RE THINKING ABOUT  
IS TO OPEN UP PB IDEAS TO  
INCLUDE -- WE NEED TO FIGURE OUT  
THE DETAILS BEHIND THIS, BUT HOW  
DO WE INCLUDE THE POSSIBILITY  
FOR NONPROFITS TO BE THE PARTNER  
THAT'S EXPANDING PROGRAMS OR  
PUTTING SOMETHING TOGETHER.  
I THINK THAT'S NOT EXACTLY WHAT  
YOU'RE ASKING FOR COUNCILLOR  
WILSON, BUT IT'S CREATING MORE  
OPENING FOR SOME OF THOSE KINDS  
OF PROGRAMS.

>> Chair: THANKS.

YOU'RE OKAY, RIGHT.

COUNCILLOR WILSON.

I WANT TO REMIND US ALL THAT  
IT'S GREAT.

THERE'S ABOUT 7,000 PLACES  
ACROSS THE WORLD THAT HAVE SOME  
FORM OF IT AND HUNDREDS IN THE  
UNITED STATES.

I HOPE WE GET BACK TO -- WE  
STARTED A PB PROGRAM AT THE HIGH  
SCHOOL WITH THE IDEA THE HIGH  
SCHOOL ITSELF WOULD BE ABLE TO  
ALLOCATE AND HAVE A VOTE JUST  
WITHIN HIGH SCHOOL.

THE INTENT WAS TO EXPAND IT TO  
THE MIDDLE SCHOOLS BUT I THINK  
THAT'S ENDED AT THE HIGH SCHOOL.  
IT MIGHT BE AN INTERESTING  
THING.

PART OF WHAT WE WANT TO DO IS  
HAVE THE YOUTH ENGAGED.  
IT'S NOTHING LIKE SAYING WE KNOW  
FOR SURE, AT THE TIME IT WAS

\$10,000, STUDENTS WILL VOTE ON THIS AND THIS WILL GET SPENT IN MY SCHOOL.

THAT REALLY GETS THEM USED TO JUDGING.

IF YOU WANT TO FOLLOWUP.

>> Councillor Wilson: TO YOUR POINT BECAUSE I WAS GOING TO MENTION.

ONE OF THE OTHER THINGS THAT WAS VOTED ON AND FUNDED WAS 150,000 TOWARD HIGH SCHOOL CLUBS.

WITH THE HIGH SCHOOL DOING ITS OWN THING AND -- IT DOESN'T SIT RIGHT WITH ME IN TERMS OF HOW WE GO THROUGH THE PROCESS.

I WANT TO RESPECT THAT THERE IS A PROCESS AND RESPECT THE DEMOCRACY AROUND THE LEVEL OF ENGAGEMENT ACROSS OUR CITY.

IT IS PHENOMENAL AND, OF COURSE, EVEN JUST YOUR LEGACY OF BEING A KID IN THIS PROGRAM IN THE FIRST LAUNCH OF IT TO WHERE YOU ARE NOW.

IT ALSO SPEAKS TRUE TO THAT LEVEL OF CIVIC ENGAGEMENT AND THAT INTEREST AND RECOGNIZING -- I FEEL THERE'S SOMETHING MORE WE CAN DO TO DIVE A LITTLE BIT DEEPER TO MAKE SURE -- TO REALLY TRY TO ENSURE THAT WE'RE STRETCHING OUR DOLLARS IN WAYS TO MAKE SURE THEY ARE REALLY TOUCHING THE FOLKS ON THE GROUND.

I HAVE TO KEEP GOING BACK TO CONGRESSWOMAN PRESLEY.

THOSE CLOSEST TO THE PAIN SHOULD BE CLOSEST TO THE POWER AND WE ARE ENGAGING THOSE.

IT SEEM LIKE IT'S BASED ON WHATEVER HAD BEEN SELECTED.

I DON'T KNOW WHAT THAT REAL PROCESS IS.

WE'LL TALK MORE.

>> Chair: WE'LL TALK MORE.

TO BE CLEAR THE PB AT THE HIGH SCHOOL IS NO LONGER HAPPENING. IT WAS ENDED A FEW YEARS AGO. UNLESS IT'S HAPPENING, I DON'T KNOW.

>> Councillor Wilson: I THINK THERE IS SOME -- COMING FROM THE SCHOOL COMMITTEE.

THERE IS SOMETHING THEY DO AT THE SCHOOL.

I DON'T KNOW.

>> Chair: I'M NOT SURE IF IT MADE IT TO THE MIDDLE SCHOOL. WE CAN GET THIS AT ANOTHER TIME. ANY OTHER QUESTIONS ON --

>> Councillor Wilson: I DON'T KNOW IF THEY HAVE A RESPONSE.

>> I WANT TO CLARIFY.

THAT PROPOSAL, IN PARTICULAR, WAS PUT ON THE BALLOT BY OUR YOUTH COMMITTEE.

WE HAVE A COMMITTEE SPECIFICALLY DESIGNATED FOR 14 TO 18 YEAR OLDS WITH THE INTENTION OF

ENSURING THEY HAVE A

PRESENTATION ON THE BALLOT.

I JUST WANTED TO CLARIFY IT CAME FROM CURRENT CRLS STUDENTS AND CURRENT HIGH SCHOOLS IN THE CITY.

THAT'S WHAT THEY CHOSE TO ADVANCE ON THE BALLOT IN ADDITION TO THE YOUTH ORIENTED IDEAS SUBMITTED AT THE BEGINNING OF THE PROCESS.

>> Chair: GREAT.

NO OTHER QUESTIONS.

COUNCILLOR SIDDIQUI OR

COUNCILLOR WILSON MOVES THE

BUDGET -- THE BUDGET DEPARTMENT,

WE TALKED ABOUT PB BUT IT DOES

MORE THAN PB IN THE BUDGET

DEPARTMENT BE MOVED TO THE CITY

COUNCIL WITH A FAVORABLE

RECOMMENDATION.

I DON'T SEE ANY FURTHER

DISCUSSION SO ROLL CALL.

>> Clerk: COUNCILLOR AZEEM?  
ABSENT.  
VICE MAYOR McGovern?  
>> YES.  
>> Clerk: COUNCILLOR NOLAN?  
>> YES.  
>> Clerk: COUNCILLOR SIDDIQUI?  
>> YES.  
>> Clerk: COUNCILLOR  
SOBRINHO-WHEELER?  
>> YES.  
>> Clerk: COUNCILLOR TONER?  
>> YES.  
>> Clerk: COUNCILLOR WILSON?  
>> YES.  
>> Clerk: COUNCILLOR ZUSY?  
>> YES.  
>> Clerk: MAYOR SIMMONS?  
ABSENT.  
YOU HAVE SEVEN MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH TWO  
RECORDED AS ABSENT.  
>> Chair: WE ARE ONTO ANOTHER  
VERY CRITICAL AND IMPORTANT  
DEPARTMENT.  
THIS IS INFORMATION TECHNOLOGY.  
IT'S IN THE BUDGET BOOK ON  
PAGE -- SECTION V-37.  
THIS IS A DEPARTMENT WITH, I  
BELIEVE, AN INTERIM, CORRECT.  
WE ALL GOT NOTICE THE DIRECTOR  
WHO HAD BEEN WITH US LEFT.  
IF YOU WANT TO INTRODUCE  
YOURSELVES AND WE CAN GO TO  
QUESTION.  
>> GOOD AFTERNOON.  
MY NAME IS MIKE DUGAS.  
I'M THE DEPUTY C.I.O. OF  
INFRASTRUCTURE AND SECURITY.  
>> I'M ERIC BELFORD DEPUTY  
C.I.O. FOR DIGITAL SERVICES.  
>> Chair: ON INFORMATION  
TECHNOLOGY, AT LEAST THE  
QUESTIONS I SEE HERE WERE -- I'M  
SURE THERE'S OTHERS.  
I.T. ADDED TWO NEW POSITIONS  
LAST YEAR.

HOW DID THOSE -- HOW DID THEY  
AFFECT THE IMPLEMENTATION OF  
OTHER PROGRAMS ACROSS THE CITY?  
WE TALKED SOME ABOUT PLATINUM  
CERTIFICATION THROUGH THE WORK  
WHAT CERTIFICATION.

THAT WAS GOAL FOR FY25.

WAS IT MET?

THE QUESTION IS ARE THERE LEGACY  
SYSTEMS THAT I.T. IS WORKING  
ONTO REPLACE CITY WIDE AND IS  
THERE A PLAN TO ADDRESS THEM  
SYSTEMATICALLY?

THAT'S AN OBVIOUS QUESTION FOR  
I.T. BUT WE'VE SEEN IT ACROSS  
VARIOUS AREAS OF THE CITY.

I.T. IS THE GLUE THAT HOLDS SO  
MANY THINGS TOGETHER AND ALLOWS  
US TO PROGRESS AND ENABLE STAFF  
TO DO ALL THE THINGS WE'VE BEEN  
TALKING ABOUT COMMUNICATING WITH  
EACH OTHER, COLLABORATING AND  
MAKING SURE THEY KNOW WHAT'S UP.  
ABOUT THE STAFFING, WHAT HAS  
THAT ENABLED THE DEPARTMENT TO  
DO AND WHAT'S THE PLAN FOR  
ADDRESSING LEGACY SYSTEMS ACROSS  
THE CITY?

>> THE TWO POSITIONS ADDED IN  
OUR BUDGET ARE BOTH RELATED TO  
E.R.P.

E.R.P. MEANING ENTERPRISE  
RESOURCE PLANNING A TYPE OF  
SOFTWARE INTEGRATING BUSINESS  
PROCESSES IN A SINGLE SYSTEM.  
FOCUSING ON HR, FINANCE AND  
PROCUREMENT.

WE HIRED OUR DIRECTOR OF E.R.P.  
TO ADD STRUCTURE AROUND THE  
PROGRAM OF HOW WE APPROACH IT.  
I'M HAPPY TO SAY OUR FIRST HIRE  
BEGAN LAST MONDAY ON APRIL 28TH.  
SHE BRINGS OVER 20 YEARS OF  
EXPERIENCE IN E.R.P.  
MODERNIZATION AND AUTOMATION FOR  
BUSINESS PROCESSES.  
WE'RE EXCITED TO HAVE HER ON

BOARD.

THE NEXT HIRE WILL BE HERS TO  
MAKE TO ADD TO HER TEAM TO ADD,  
AGAIN, SOME PROGRAM STRUCTURE,  
PROJECT MANAGEMENT AND BUSINESS  
ANALYSIS AROUND OUR E.R.P.

DESIRES.

>> Chair: IS THAT THE KIND OF  
PROGRAM THAT GOES ON -- I KNOW  
INSPECTIONAL SERVICES USES AN  
ONLINE SYSTEM.

WE HAVE PAYROLL THAT WE'RE  
UPDATING LIKE EVERY DEPARTMENT  
HAS SOME KIND OF SYSTEM.  
ARE YOU INVOLVED IN ALL OF  
THOSE?

>> YES.

OUR CURRENT E.R.P. IS PEOPLE  
SOFT.

WE'VE USED IT OVER 20 YEARS.  
OUR PAYROLL RUNS THROUGH IT, OUR  
GL ALL OF OUR ACCOUNTING RUNS  
THROUGH IT, OUR HR RUNS THROUGH  
IT, BENEFIT ADMINISTRATION IS  
WITHIN OUR E.R.P.

IT IS ALSO ON OUR PUBLIC SAFETY  
AND SCHOOL DEPARTMENT IS ALL  
WITHIN THIS ONE VERY LARGE  
SYSTEM.

>> Chair: SO WHAT YOU'RE SAYING  
IS WE ARE UPGRADING IT ACROSS  
THE BOARD AND MOVING FORWARD  
WITH A CHANGE.

>> THROUGH YOU CHAIR, IF I CAN  
JUMP IN.

THAT IS OUR MAJOR E.R.P. IS  
PEOPLE SOFTWARE.

HR F.I.S. TOUCHES EVERY SINGLE  
DEPARTMENT ACROSS THE CITY.

IN ADDITION WE HAVE OTHER  
SYSTEMS THAT SORT OF WORK WITH  
IT.

WE HAVE A SYSTEM IN THE FINANCE  
DEPARTMENT, WHICH IS OUR  
RECEIVABLE SYSTEM, WHICH  
ATTACHES INTO THE CASHIERING  
SYSTEM THAT ALL DEPARTMENTS USE



TO BRING IN REVENUE THAT THEN  
FLOWS INTO PEOPLE SOFT.  
WE'RE IN THE MIDST OF REPLACING  
A LEGACY BUDGET SYSTEM WHICH  
ALSO HAS -- IT'S A SEPARATE  
SYSTEM BUT IT CONNECTS INTO  
PEOPLE SOFT.

I THINK ONE OF THE THINGS THAT  
THE I.T. DEPARTMENT, THE HR  
DEPARTMENT AND THE FINANCE  
DEPARTMENT ARE DOING  
COLLABORATIVELY.

TYPICALLY THESE KIND OF PROJECTS  
ARE SORT OF LED AS EXECUTIVE  
SPONSORS FROM THE FINANCE  
DIRECTOR AND THE HR DIRECTOR BUT  
AN ABSOLUTELY INTEGRATION AND  
COLLABORATION PARTNERSHIP WITH  
THE I.T. DEPARTMENT.

TO THINK ABOUT WHAT IS OUR ROAD  
MAP TO MODERNIZE THE SYSTEMS WE  
USE TO DO THOSE REALLY, REALLY  
IMPORTANT BUSINESS FUNCTIONS.  
AS ERIC MENTIONED, PEOPLE SOFT  
IS NOW ABOUT 25 YEARS OLD WITH  
THE CITY.

WE'VE HAD IT FOR THAT LONG.  
ONE OF THE THINGS I THINK WE  
BUMPED INTO A LITTLE BIT IS THAT  
IN SOME WAYS, PEOPLE SOFT IS --  
IN SOME WAYS THE WAY WE TREAT  
SOME OF OUR BUILDINGS.

WE HAVE A LITTLE BIT OF -- WE  
DID NOT INVEST IN IT AS MUCH AS  
WE SHOULD HAVE OVER THE YEARS IN  
TERMS OF LEANING INTO IT AND  
USING THE SYSTEM IN MANY WAYS WE  
COULD HAVE THAT WOULD HAVE  
INVOLVED DEEPER IMPLEMENTATION.  
NOW WE'RE AT THIS JUNCTURE THAT  
I, ALONG WITH CHIEF PEOPLE  
OFFICER KETCHINGS, REALLY  
BELIEVE AND ALONG WITH OUR  
AUDITOR, REALLY BELIEVE THIS IS  
A TIME WE NEED TO PUSH AND  
IMPLEMENT MANY MORE SORT OF WORK  
FLOW PROCESSES THAT ARE FULLY

UTILIZING SYSTEMS TO TRY TO  
ELIMINATE PAPER FROM PAYING  
BILLS TO DOING PERSONNEL  
TRANSACTION FORMS.

THIS ALL TAKES A LOT OF WORK, A  
LOT OF RESOURCES FROM STAFF  
TIME, AS WELL AS, POTENTIAL  
ADDITIONAL COSTS IN TERMS OF  
IMPLEMENTATION, SYSTEM  
IMPLEMENTATION AND PERHAPS  
PURPOSE OF APPLICATIONS.

ONE OF OUR THINGS WE'RE DOING  
NOW, AND I THINK ONE OF THE  
REASONS WE'RE SO EXCITED THAT WE  
HAVE OUR NEW E.R.P. DIRECTOR IS,  
WE NEED TO CREATE THAT ROAD MAP  
THAT SAYS WHAT ARE THE THING  
THAT IS ARE MOST IMPORTANT TO DO  
IN THE NEXT FEW YEARS?

IN THE NEXT FIVE YEARS?

TO DO IT BECAUSE WE CAN'T DO IT  
ALL AT ONCE.

IN MAKING THOSE DECISIONS, WE  
NEED TO UNDERSTAND WHETHER IT  
MAKES SENSE FOR US TO PUT MORE  
INVESTMENT INTO PEOPLE SOFT,  
WHICH IS AN OLDER TECHNOLOGY,  
PERHAPS MR. DUGAS CAN SAY NOT AS  
SECURE, MAYBE, AS WE WANT IT TO  
BE.

CERTAINLY NOW WE DON'T EVEN HAVE  
IT HOSTED IN THE CLOUD.

YOU HAVE TO BE ON PREMISE TO BE  
ABLE TO USE THE SYSTEM FOR THE  
MOST PART.

THAT IS THE WORK OF THIS YEAR IS  
TO TRY TO CREATE THAT ROAD MAP  
ALONG WITH THE I.T. DEPARTMENT  
OUR NEW E.R.P. DIRECTOR AND  
BEGIN TO SCOPE OUT AND BEGIN TO  
IMPLEMENT SOME OF THOSE  
PROJECTS.

I WILL SAY I THINK OVER TIME,  
AND YOU'LL SEE SOME FUNDING  
REQUESTS ACTUALLY IN THE CAPITAL  
BUDGET, THAT ARE RELATED TO THE  
COST OF BEING ABLE TO DO THESE

UPGRADES.

IN THE END, I THINK IT WILL  
SERVE THE ORGANIZATION VERY,  
VERY WELL TO HAVE BETTER, MORE  
EFFICIENT SYSTEMS.

IT WILL TAKE EFFORT AND COST FOR  
US TO MAKE THOSE CHANGES.

>> Chair: THANK YOU.

LIKE ANY OTHER INVESTMENT, IT'S  
NECESSARY.

THE FOLLOWUP IS ARE WE INVESTING  
IN CYBER SECURITY?

THERE'S HUGE THREATS OUT THERE.  
IS THAT PART OF THE BUDGET  
ALLOCATION WE'LL SEE ON THE  
CAPITAL BUDGET?

>> YES.

AS FAR AS CYBER SECURITY,  
OVERALL WE MAKE HUGE INVESTMENTS  
IN THAT ANNUALLY.

WE CURRENTLY HAVE ABOUT SEVEN  
LAYERS OF LOGICAL SECURITY THAT  
WE GO THROUGH.

WE MANAGE THE END POINT WITH A  
SEPARATE COMPANY THAT CONSTANTLY  
MANAGES ALL THE END POINTS,  
24/7.

WE HAVE ANNUAL TRAINING FOR ALL  
THE EMPLOYEES.

WE ALSO HAVE WEEKLY HYGIENE  
TESTS THAT ACTUALLY TEST  
WEBSITES AND THE INTERNET AND  
GIVE US WEEKLY REPORTS.

SOME OF THE OTHER THINGS THAT WE  
DO IS WE MAKE ALL THE USER USE  
MULTIFACTOR AUTHENTICATION.

I KNOW IT'S TOUGH TO LOG IN AT  
TIMES.

YOU HAVE TO GET THAT PIN AND ALL  
OF THAT BUT THAT'S CRITICAL TO  
KEEP THIS ORGANIZATION SAFE.

EVERY DAY WE MAKE -- WE SPEND A  
LARGE PART OF OUR EFFORTS EVERY  
DAY ON CYBER SECURITY, TRYING TO  
PROTECT, TRYING TO FIND NEW  
RISKS AND REDUCE OUR OVERALL  
ATTACK SURFACE.

>> Chair: THANK YOU.  
I'M SURE WE GET ATTACKS EVERY  
MINUTE AS WE SPEAK.  
LOOK FORWARD TO THAT, AGREE, AND  
I THINK ALL OF US KNOW WHEN WE  
INTERFACE WITH THE CITY THAT  
SWITCH TO A MORE ROBUST  
UP-TO-DATE SYSTEM IS MAYBE GOING  
TO BE CHALLENGING BUT IT'S  
CRITICAL TO DO.  
WE'RE KIND OF BEHIND THE TIMES  
ON SOME OF THAT.  
CITY MANAGER DID YOU WANT THE  
WEIGH IN.  
COUNCILLOR ZUSY AND THEN ANYONE  
ELSE.  
>> Councillor Zusy: I WAS JUST  
GLAD TO READ THAT YOU HAVE A NEW  
AI WORKING GROUP AND YOU'RE  
LOOKING FOR WAYS TO USE IT.  
I WONDER IF YOU CAN SPEAK TO  
THAT AND DIGITALIZATION EFFORTS.  
>> THROUGH YOU, MADAM CHAIR.  
ABOUT A YEAR AND A HALF AGO,  
SEVERAL OF US FROM I.T. JOINED  
THE SAN JOSE GOV AI COALITION.  
WHAT THAT DOES IS IT'S MADE FOR  
GOVERNMENTS AND LOCAL GOVERNMENT  
AGENCIES.  
IT GIVES US BEST PRACTICES AND A  
LOT OF DIFFERENT WAYS THAT WE  
CAN MANAGE AND DEPLOY AI  
THROUGHOUT THE ORGANIZATION.  
WE KNOW IT'S COMING.  
EVERYBODY IS TALKING ABOUT IT.  
YOU CAN'T WATCH TV WITHOUT  
HEARING SOMETHING ABOUT AI.  
WE'RE TRYING TO MAKE --  
PROACTIVELY GET OUT THERE IN  
FRONT OF WHAT'S GOING ON HERE IN  
THE CITY.  
SOME OF THE THINGS WE HAVE DONE  
RIGHT NOW ARE WE DRAFTED SOME AI  
GUIDELINES.  
IT WAS A QUICK DAUNT BECAUSE WE  
KNEW THIS WAS HAPPENING.  
PEOPLE ARE USING AI FINISHING

WORK.

SOME OF THE REASONS WE'RE DOING THIS IS BECAUSE A LOT OF THE FREE OFFERINGS OUT THERE, THEY GIVE YOU SOME OF THE AI.

I'M GOING TO MENTION MEEK GEEK OR READ.AI, YOU MIGHT SEE THEM IN MEETINGS.

THEY GIVE YOU MEETING SUMMARIES AND IT'S FREE.

WHAT THEY ARE TAKING, OBVIOUSLY, IS A LOT OF YOUR PERSONAL INFORMATION AND THEY ARE SELLING THAT ON THE OPEN MARKET.

WE'VE GONE THROUGH SOME PROCESSES HERE TO TRY AND BLOCK SOME OF THOSE.

WHAT WE'RE LOOKING FOR NOW IS TO TRY TO FIND AI CHAT BOTS, SO TO SAY, THAT WE CAN SUPPORT AND WON'T BE SELLING OUR INFORMATION OUT ON THE OPEN MARKET.

WE DID DRAW UP THESE GUIDELINES. RIGHT NOW WE'RE WORKING WITH THE CITY MANAGER'S OFFICE TO REVIEW THOSE.

WE'RE GOING TO SEND OUT A SURVEY SOON TO JUST SEE HOW MUCH AI IS BEING USED OUT THERE IN THE USER COMMUNITY RIGHT NOW FOR THE CITY.

IT'LL GIVE US A GOOD IDEA OF WHICH DIRECTION TO GO.

AFTER THAT THEN WE'LL PROBABLY ADJUST THAT DRAFT AND SEND OUT THE USER GUIDELINES TO THE USER COMMUNITY.

COMING SOON THROUGH MICROSOFT, WHICH WE INVEST A LOT IN.

WE USE MOSTLY MICROSOFT PRODUCTS HERE.

THEY ARE GOING TO GIVE US A FREE VERSION OF THEIR CHAT BOT WHICH WILL BE EMBEDDED INTO YOUR APPLICATIONS.

WE JUST WANTED TO MAKE SURE WE HAVE THIS DOCUMENT OUT THERE SO

EVERYBODY KNOWS WHAT TO LOOK FORWARD TO, WHICH AI TO USE, AND TO TRY TO KEEP US SAFE.

IT'S REALLY MORE ABOUT GIVING US SOME GUARDRAILS, TOO.

THERE'S ALSO WORK THAT HAS TO HAPPEN BEHIND THE SCENES WHERE WE PROGRAM ALL OF THIS AND LIMIT SOME OF THE INTERACTIONS THAT CAN HAVE WITH OUR OWN DATA, ET CETERA.

>> Councillor Zusy: THAT SOUNDS GREAT.

A POLICY IS ESSENTIAL.

MY SON AND FRIEND VISITED OVER THE WEEKEND.

THEY WERE USING AI ALL THE TIME IN THEIR WORK NOW.

I THINK IT'S BECOMING VERY COMMONPLACE.

THANK YOU.

>> Chair: COUNCILLOR SIDDIQUI.

>> Councillor Siddqui: THANK YOU.

JUST TO FOLLOW UP.

IT IS POSSIBLE TO GET THESE AI GUIDELINES THAT YOU'RE TALKING ABOUT?

>> RIGHT NOW THEY ARE IN DRAFT FORM.

AFTER WE GIVE OUT THE SURVEY, TO GIVE US MORE INFORMATION ABOUT WHAT IS BEING USED OUT THERE, THEN, YES.

WE CAN DO THAT.

>> THROUGH YOU, CHAIR.

ONE OF OUR GOALS WITH THIS, ALSO, IS TO MAKE SURE THEY ARE VERY USER FRIENDLY AND THEY ARE NOT SOMETHING PEOPLE GET AND PUT IN A DRAWER.

I THINK WE'VE LOOKED AT SOME OTHER EXAMPLES AND SO WE'VE PUT -- IN ADDITION TO THE AI GROUP THAT THE I.T. DEPARTMENT PUT TOGETHER AND STARTED THIS WORK, WE SORT OF BROADENED THE

GROUP SO AS WE PUT SOMETHING OUT  
WE CAN MAKE SURE THAT IT'S VERY  
USABLE AND CAN HELP PEOPLE.  
WE ALSO WANT TO ENCOURAGE PEOPLE  
TO USE AI IN THOSE WAYS THAT  
ACTUALLY CAN MAKE SOME OF THEIR  
WORK MORE EFFICIENT WHILE  
PUTTING IN SOME OF THESE  
GUARDRAILS.

WE'RE TRYING TO THREAD THAT  
NEEDLE OF PUTTING GUIDELINES OUT  
THERE THAT ARE REALLY SOMETHING  
THAT ARE VERY USABLE FOR PEOPLE  
TO UNDERSTAND WHAT SHOULD AND  
SHOULDN'T HAPPEN IN THE USE OF  
AI.

>> Councillor Siddqui: I'LL  
JUST SAY I THINK THERE IS AN  
OVERRELIANCE ON AI.  
I'VE SEEN THE INCORRECT  
INFORMATION PEOPLE USE.  
I THINK IN THAT CONTEXT HOW WE  
USE IT AND HAVING IT IN PLACE IS  
REALLY IMPORTANT.  
I JUST WANTED TO SAY THAT.  
THANK YOU.

>> MADAM CHAIR.

>> Chair: COUNCILLOR TONER.

>> Councillor Toner: TO  
FOLLOWUP.

WILL THERE BE TRAINING AS AN AI  
IDIOT MYSELF.

OTHER THAN JUST BASIC WRITE ME  
AN ESSAY ON THIS.

I REALLY DON'T KNOW HOW TO USE  
IT.

I HEAR ABOUT IT ALL THE TIME AND  
I'M INTERESTED IN LEARNING.

WILL THERE BE TRAINING ON HOW TO  
USE IT?

THAT'S ONE.

TWO, ONE OF THE SESSIONS, I  
THINK COUNCILLOR ZUSY AND I WENT  
TO AND MAYBE COUNCILLOR NOLAN AT  
N.L.C., THEY TALKED ABOUT --  
THERE WAS A SPEAKER TALKING  
ABOUT ZONING OR SOMETHING LIKE

THAT WHERE THEY TOOK EVERY  
ZONING REPORT THEY'VE DONE OVER  
THE PAST 10 OR 15 YEARS AND JUST  
DUMPED IT INTO THE AI.

IT GAVE THEM RECOMMENDATIONS FOR  
GOING FORWARD.

WHAT IMMEDIATELY CAME TO US,  
BECAUSE A NUMBER OF US TALKED  
ABOUT CENTRAL SQUARE, WE TALK  
ABOUT THIS 30 REPORTS ON THE  
SHELF ABOUT CENTRAL SQUARE.  
RATHER THAN DOING ANOTHER  
COMMUNITY ADVISORY ROUND CAN'T  
WE TAKE THAT INFORMATION WE HAVE  
AND NOT HAVE INDIVIDUALS HAVE TO  
READ ALL THAT AND PUT IT ALL  
TOGETHER.

IS THERE A WAY FOR US TO COMBINE  
THAT?

I UNDERSTAND THERE MIGHT BE SOME  
SECURITY CONCERNS OR CAUTIONS  
ABOUT MAKING OUR INFORMATION  
AVAILABLE ON A PLATFORM LIKE  
THAT.

DO YOU FORESEE ANY OF THOSE KIND  
OF USES COMING IN THE NEAR  
FUTURE?

>> Chair: CAN I JUST ADD.  
THE SESSION WE WERE AT MENTIONED  
THESE WERE PEOPLE WHO SAID  
YOU'RE ONLY LOOKING INSIDE THE  
CITY'S OWN WEBSITES.  
YOU'RE NOT GOING OUTSIDE.  
THERE WAS A SECURITY AND YOU'RE  
NOT GETTING FALSE INFORMATION  
BECAUSE IT LITERALLY TOOK EVERY  
SINGLE REPORT AVAILABLE WITHIN  
THE CITY'S OWN --

>> TWO QUESTIONS OR MAYBE THREE  
HERE.

I GUESS AS FAR AS WHAT YOUR  
QUESTION WAS.  
THE ONE WE'RE GOING TO BE  
GETTING FOR FREE, LET'S JUST  
SAY, IS -- WE'LL USE NOT OUR OWN  
DATA BUT USE INTERNET DATA.  
TO USE THE AI SAY COPILOT IF



THAT'S THE ONE WE CHOSE, TO USE  
OUR OWN INTERNAL DATA THAT'S A  
COST AND A LICENSING FEATURE AND  
IT'S VERY, VERY EXPENSIVE RIGHT  
NOW.

IT WOULD COST MORE PER YEAR FOR  
ONE USER THAN IT WOULD FOR THE  
WHOLE OFFICE SUITE.

A LOT OF C.I.O.s OUT THERE ARE  
ACTUALLY COMPLAINING ABOUT THE  
COST BECAUSE IT'S NOT REALLY --  
IT'S NOT MAKING A PROFIT YET FOR  
ANY OF THESE COMPANIES.

THE COST SEEMS A LITTLE BIT  
HIGH.

RIGHT NOW THE ONE WE'RE GOING TO  
HAVE IS JUST GOING TO BE USING  
EXTERNAL DATA FROM THE WEB.

WE DO HAVE A FEW THAT WE ARE  
TESTING THAT USES THE INTERNAL  
DATA.

WE'VE DONE SOME TESTING ON JUST  
WHAT YOU DESCRIBED.

ASKING IT A QUESTION AND MAKING  
SURE THAT IT CANNOT FIND  
SOMEBODY ELSE'S DATA TO ANSWER  
THAT QUESTION.

WE'VE BEEN DOING A LOT OF  
TESTING LIKE THAT TO MAKE SURE  
THAT IT DOES NOT CROSS THOSE  
BOUNDARIES.

RIGHT NOW, YOU KNOW, THEY'VE  
BEEN COMING UP RELATIVELY  
POSITIVE ON THAT.

WE HAVEN'T SEEN ANY ISSUES.

THAT, I THINK, ANSWERS YOUR  
QUESTION.

>> Councillor Toner: MINE WAS,  
ONE, TRAINING.

HOPEFULLY TRAINING.

BUT, TWO, DO YOU FORESEE IN THE  
NOT TOO DISTANT FUTURE US BEING  
ABLE TO USE IT TO -- WE GET NEW  
EMPLOYEES ALL THE TIME.

WE HAVE A RELATIVELY NEW CITY  
MANAGER.

THERE'S REPORTS FROM 10-20 YEARS

AGO THAT HAS VALUABLE DATA IN  
IT, SOME OF IT, THAT WE CAN  
ACTUALLY USE AI TO GO THROUGH  
AND FIND THAT INFORMATION AND  
SEE WHAT PEOPLE WERE SAYING,  
TALKING ABOUT 10 YEARS AGO.

IS THAT STILL RELEVANT?

I THINK -- I WOULD IMAGINE IT'S  
A COMPLAINT OF EMPLOYEES, TOO.

I THINK THE COUNCIL EVERY TWO  
YEARS REINVENTS THE WHEEL.

THERE'S A LOT OF INFORMATION OUT  
THERE IN THE SYSTEM THAT IF WE  
CAN PULL IT TOGETHER WE MIGHT  
NOT HAVE TO ASK YOU TO DO  
ANOTHER SIX MONTH ENGAGEMENT  
WITH THE COMMUNITY.

[CAPTIONER SWITCH]

AND THERE'S A LOT OF INFORMATION  
IN THE SYSTEM IF WE CAN PULL IT  
TOGETHER, WE MIGHT NOT HAVE TO  
ASK YOU TO DO A SIX-WEEK  
ENGAGEMENT WITH THE CITY.  
HOW COULD WE ASK YOU TO TAKE VAN  
OF THAT.

>> SO YES, THERE WILL BE  
TRAINING.

WE'LL HAVE SOME DOCUMENTS OUT  
THERE.

DEPENDING ON DEMAND, WE HAVE A  
TRAINER WHO WORKS IN THE I.T.  
DEPARTMENT.

SHE'S VERY BUSY RIGHT NOW WITH  
WINDOWS 11 AND ONE DRIVE, BUT  
WHEN THIS ACTUALLY COMES OUT, WE  
CAN OFFER YOU SOME TRAINING  
BECAUSE IT'S ALL ABOUT  
DEVELOPING IT.

AS FAR AS GOING BACK IN TIME  
WITH WHAT YOU'RE SAYING IS CITY  
DATA, TO BE ABLE TO UTILIZE THAT  
DATA AGAIN IT WOULD BE WITH THE  
PAID VERSION AND WE HAVE NOT  
REALLY TESTED IT.

AS FAR AS THAT, WE DON'T  
UNDERSTAND ALL THE USED CASES IT  
CAN OFFER US.

SOME PARTS OF IT WOULD HAVE TO BE THAT DATA WOULD BE ACCESSIBLE THROUGH THE A.I. SEARCHING MECHANISM, WHETHER THAT BE IF WE'RE HOUSING IT IN MICROSOFT OR SOME TYPE OF CLOUD-BASED STORAGE AREA.

SO THERE'S A LOT OF QUESTIONS THAT HAVEN'T BEEN ANSWERED YET. I'M SURE WE'RE NOT ONLY COMMUNITY LOOKING AT THOSE. THERE'S MORE TO COME.

I THINK THE FIRST STEP WOULD BE LIKE WE'RE DISCUSSING EARLIER, THESE GUIDELINES AT LEAST TO MAKE SURE EVERYBODY IS USING IT AND USING IT SAFELY.

>> Councilor Toner: SO WALK DON'T RUN FIRST. THANK YOU.

I YIELD.

>> Chair: COUNCIL WILSON.

>> Councilor Wilson: THANK YOU, MADAM CHAIR.

I JUST HAD A QUESTION AND I WANT TO THANK YOU BECAUSE THIS KIND OF INFORMATION, YOU REALLY DON'T KNOW WHAT YOU DON'T KNOW WHEN IT COMES TO I.T. STUFF, AND THAT'S SOMETHING THAT'S REALLY IMPORTANT.

EDUCATION, YOU ALWAYS HAVE TO CONTINUE TO STAY AHEAD OF THE GAME ON THE INFORMATION THAT'S COMING OUT.

THIS BRINGS ME TO OUR YOUNG PEOPLE IN HOW WE'RE EDUCATING AS PART OF OUR CITY IN OUR SCHOOL DEPARTMENT.

AND HOW YOUNG PEOPLE ARE ENGAGING WITH A.I., AND USING THEIR SCHOOL ADDRESSES FOR DOING CERTAIN THINGS.

MAYBE IT'S PAPER AND ALL THAT KIND OF STUFF.

IT ALSO BRINGS ME TO SPEAKER FOR INNOVATIVE PURPOSE IS DOING AND

THEY REALLY HONE IN ON  
TRANSFORMING A.I. AND WHO ARE  
THE FACES OF A.I. TALK TO BLACK  
AND BROWN STUDENTS, BUT THINKING  
IN A BROAD SENSE, BUT WHO IS  
BEHIND THE STUFF OF A.I?

WE WANT TO MAKE SURE WE'RE  
EDUCATING OUR YOUNG PEOPLE FOR  
USING IT AS A TOOL BECAUSE IT  
OFTEN CAN BE USED AS A WEAPON,  
RIGHT?

SO I'M CURIOUS ABOUT HOW WE  
MIGHT BE ENGAGING WITH OUR YOUNG  
PEOPLE OR ENGAGING WITH THOSE  
WHO MAY NOT BE AS SUPER TECH  
SAVVY WITH THIS TOOL.

>> THROUGH YOU, CHAIR NOLAN, AND  
MAYBE I'LL HAVE EITHER ERIC OR  
MIKE CHIME IN.

THE CITY'S I.T. DEPARTMENT WORKS  
VERY CLOSELY WITH THE SCHOOL  
DEPARTMENT.

THEY HAVE A FULL I.T. DEPARTMENT  
THERE.

STEVE SMITH HAS LEFT, BUT NOW  
THEY HAVE A NEW DIRECTOR.

AS WELL, THEY HAVE A WHOLE  
EDUCATIONAL TECHNOLOGY DIVISION  
OF THE I.T. DEPARTMENT ON THE  
SCHOOLED AS THE COORDINATOR OF  
THAT.

SO I THINK A LOT OF THAT WORK IS  
APPROPRIATELY IN THE SCHOOL  
DISTRICT'S I.T. AND THEIR  
EDUCATIONAL TECHNOLOGY WORLD.

AS I SAY, WE'RE WORKING VERY  
CLOSELY WITH THEM AS WE INCLUDE  
GUIDELINES ON A.I., WE WILL ALSO  
BE SHARING WITH THEM AS WELL.

>> Councilor Wilson: THANK YOU.  
SHALL APPRECIATED.

>> Councilor Zusy: I'M REALLY  
THRILLED ABOUT THE WORK THE  
CLERK IS DOING UPDATING OUR  
RECORDS.

IS THERE AN UPDATE ON  
DIGITIZATION FOR THE RECORDS ON

THE CITY?

IT'S NOT AS HIGH TECH, BUT IT'S ALSO VERY IMPORTANT AND MAKES INFORMATION ACCESSIBLE.

>> THROUGH YOU, COUNCILOR NOLAN. WE'RE MAKING A LOT OF PROGRESS ON OUR RECORDS MANAGEMENT. RIGHT NOW, WE'RE CREATING A LOT OF EFFICIENCIES IN OUR WORK FLOW WHICH ARE THINGS THAT ARE BORN DIGITAL WHICH WE'RE DOING NOW, BUT WE UNDERSTAND THE CITY HAS REAMS AND REAMS OF PAPER BOTH STORED IN THE CITY AND OFF-SITE STORAGE.

SO WE'RE WORKING AND DEVELOPING A REFLEX WITH A LOT OF SCANNING BENDERS WHO ARE ABLE TO SCAN DOCUMENTS DIRECTLY INTO OUR RECORDS MANAGEMENT SYSTEM, AND WE'RE CREATING GUARDRAILS AROUND THAT, SO YOU CAN'T JUST PUT THE DOCUMENTS IN, BUT IT ENFORCES YOU TO HAVE THE META DATA TO THEM.

INSTEAD OF SEARCHING LIKE YOU WOULD A FILE SYSTEM, YOU HAVE CERTAIN ATTRIBUTES OF A DOCUMENT YOU CAN LINK TOGETHER IN DIFFERENT WAYS.

SO WE HAVE BEEN WORKING CLOSELY RIGHT NOW WITH THE CLERK TO SCAN A LOT OF NONVITAL RECORDS.

RIGHT NOW THE I.T. DEPARTMENT IS ABOUT HALFWAY IN THE JOURNEY TO MAKING THOSE DOCUMENTS AVAILABLE TO THE PUBLIC OVER THE WENT.

SIMILAR TO THE WAY THE DEPARTMENTS ARE USING THE SITE.

WE'RE MAKING SIMILAR WAY TO MAKING THEM AVAILABLE.

WE'RE STARTING IN THE NEXT FISCAL YEAR TO WORK WITH THE LAW DEPARTMENT TO DIGITIZE A LOT OF THEIR PAPER, SO WE CAN CATCH UP FROM THE PAST AND DIGITAL DOCUMENTS GOING FORWARD.

>> Councilor Zusy: THAT IS SO FANTASTIC.

IT'S GOING TO BE THE FODDER FOR SO MANY MASTERS THESEIES AND WE CAN UNDERSTAND IN RETROSPECT WHERE WE HAVE BEEN AND MAYBE WHERE WE SHOULD.  
YOU GO.

>> Chair: THANKS.

I THINK THERE'S LOTS OF OPPORTUNITY THROUGH A.I. TRANSLATION THROUGH A.I. SAVES HUNDREDS OF THOUSANDS OF HOURS AND IS MORE IMMEDIATE, AND LOTS OF PLACES ARE USING. MANY CITIES ARE USING IT FOR ZONING APPLICATIONS, TO REDUCE THAT, ALL THE VERSIONS. A LOT OF CITIES ARE WE ALL LOOK FORWARD TO THE A.I. TEAM. DID I JUST REPEAT SOMETHING SOMEBODY ELSE SAID?

NO.

A.I. TEAM TO KEEP US CYBER-SAFE AND DIGITIZE AND STREAMLINE PROCESSES ACROSS THE CITY TO FREE UP STAFF TIME AND RESOURCES TO DO MORE.

NOT TOO MUCH OF A CHARGE.

WITH, THAT COUNCILOR TONER MOVES THAT WE MOVE THE I.T. BUDGET TO THE COUNCIL WITH THE FAVORABLE RECOMMENDATION.

DISCUSSION HAVING HAPPENED.

ROLL CALL.

>> Clerk: COUNCILOR AZEEM.

ABSENT.

VICE MAYOR McGOVERN.

YES.

COUNCILOR NOLAN.

YES.

COUNCILOR SIDDIQUI.

YES.

COUNCILOR SOBRINHO-WHEELER.

YES.

COUNCILOR TONER.

YES.

COUNCILOR WILSON.

YES.

COUNCILOR ZUSY.

YES.

MAYOR SIMMONS.

ABSENT.

YOU HAVE SEVEN MEMBERS RECORDED  
IN THE AFFIRMATIVE, WHICH WITH  
TWO RECORDED AS ABSENT THE AND A  
PROCESS IS UNDER WAY FOR A  
DIRECTOR?

THAT'S ONE OF THE OPEN  
POSITIONS, RIGHT?

>> THROUGH YOU.

WE WILL PROBABLY START THAT THIS  
SUMMER, BUT I DO WANT TO THANK  
BOTH ERIC.

THAT STEPPED IN AND KEEPING  
EVERYTHING GOING.

>> Chair: WE ALL GOT NOTICE OF  
THAT A COUPLE OF MONTHS AGO.

THANK YOU, STAFF.

THANK YOU, DEPUTY DIRECTORS.

WE HAVE NOW HUMAN RESOURCES,  
WHICH IS PURCHASING.

SORRY.

THAT'S ON PAGE B-39 OF OUR  
PURCHASING DIRECTOR.

I BELIEVE COUNCILOR WILSON HAD A  
COUPLE OF QUESTIONS.

AT THE VERY END OF THE PACKET.  
GO AHEAD.

>> THANK YOU.

THROUGH YOU, MADAM CHAIR.

PURCHASING AGENT.

>> GREAT, THANK YOU.

I HAD A COUPLE OF QUICK  
QUESTIONS THINKING OF HOW THE  
DISPARITY STUDY IS WORKING OUT.  
WHAT HAS THE PROGRESS BEEN SO  
FAR AND MEASURING THE PROGRESS?  
ARE THERE ADDITIONAL WORKS IN  
THE PROCESS?

THANK YOU.

>> THANK YOU.

THROUGH YOU, MADAM CHAIR.

SOME OF THE THINGS I WANT TO

MENTION IN RESPONSE TO THAT SOME OF THE STEPS IS REALLY TO MAKE AN INTERNAL CULTURAL CHANGE OR SHIFT IN THE WAY WE THINK ABOUT PROCUREMENT, STILL STAYING IN THE REGULAR SCHEME WE HAVE TO OPERATE IN.

SORRY.

WE'VE TAKEN IT UPON OURSELF TO GATHER TOGETHER SOME DATA WHERE WE COULD LIST VENDORS IN THEIR CATEGORY OF CERTIFICATION, WHETHER THEY HAVE A CERTIFICATION OR NOT, AND MAKE THAT LIST AVAILABLE STAFF CITYWIDE SO WHEN THE DEPARTMENT IS DOING THEIR DISCRETIONARY SPENDING, THEY ARE OPERATING WELL BELOW THAT \$10,000 MARK THAT WOULD TRIGGER A PROCUREMENT PROCESS, TO THE EXTENT THAT WE HAVE VENDORS THAT WE ARE AWARE OF THAT ACCEPT THE CITY PURCHASE ORDERS, FOR INSTANCE.

WE STARTED TO PUT THEM ON THAT LIST FOR A MORE UTILIZED DEPARTMENT SO A DEPARTMENT COULD UTILIZE ONE VENDOR RIGHT AWAY WHO WOULD ACCEPT THE CITY P.O. AND ALSO IDENTIFY THEM BUT THE CATEGORY OF CERTIFICATION SHOULD WE HAVE THEM.

WE DON'T EXCLUDE ANY VENDORS FROM THAT LIST, BUT WE HIGHLIGHT WHAT CATEGORIES THEY MAY BE, CERTIFY THEM.

WE'RE TRYING TO MAKE IT MORE EFFICIENT FOR DEPARTMENTS TO BE ABLE TO EXPAND THEIR VENDOR POOL, AND MAKE IT SO THEY HAVE EASY ACCESS TO INFORMATION AT THEIR FINGERTIPS.

ANOTHER STEP THE CITY HAS TAKEN IS TO UNBUNDLE SOME OF THEIR LARGER CONTRACTS TO SEE IF THERE'S A WAY IF WE CAN GIVE THE OPPORTUNITY FOR SMALLER



BUSINESSES, WHO MAY NOT BE ABLE TO TACKLE A \$2 MILLION CONTRACT, BUT COULD VERY WELL HANDLE \$100,000 CONTRACT.

DISMANTLE THAT SO WE DON'T VIOLATE PROCUREMENT LAWS BUT GO OUT SMALLER WHERE IT'S OPERATIONALLY POSSIBLE.

WE HAVE A AUTO REPAIR AND AUTO BODY, AUTO PAINTING AND AUTO BODY WORK AND REPAIR CONTRACT THAT WE'VE SPLIT UP TO SEPARATE THE PAINTING AND BODY WORK FROM THE MECHANICAL REPAIR PIECE TO MAKE IT MORE ACCESSIBLE.

WE'RE ALSO CURRENTLY ANALYZING WORKING WITH LIBRARY ON THE JANITORIAL CONTRACTS.

WE HAD A VERY LARGE CITYWIDE JANITORIAL DEPARTMENT.

THERE WERE SOME DEPARTMENT THAT'S HAD THEIR OWN NOW WE'RE WORKING WITH THE LIBRARY TO TRY TO PULL OUT A COUPLE OF LOCATIONS THAT THEY FEEL COULD BE MANAGEABLE BY A SMALLER VENDOR AND GET THAT OUT THERE AS ANOTHER OPPORTUNITY.

WE CAN DO THIS BECAUSE WE'RE STILL GOING OUT FOR THE DIFFERENT ITERATIONS OF THE CONTRACT.

WE HAVE IDENTIFIED SOME AREAS WHERE IT IS OPERATIONALLY FEASIBLE TO BE ABLE TO BREAK THE THINGS UP.

WE IMPLEMENTED THE NEW PROCUREMENT SYSTEM, WHICH IS THE ELECTRONIC BIDDING SYSTEM.

THIS GOES A LITTLE BIT ALSO TO YOUR QUESTION OF HOW TO MEASURE OUR PROGRESS, BECAUSE THAT E-PROCUREMENT SYSTEM WILL ALLOW FOR THE CITY TO COLLECT DATA IN A WAY THAT WE HAVE NOT COLLECTED DATA IN THE PAST BY IDENTIFYING TO WHOM CONTRACTS ARE BEING

AWARDED.

WHAT IS THE INDICATION CATEGORY.  
WE DON'T HAVE ENOUGH DATA YET  
BECAUSE WE ONLY IMPLEMENTED THAT  
IN SEPTEMBER.

BUT WHAT WE DO HOPE TO BE ABLE  
TO DO IS A ANALYSIS AT THE  
CLOSEOUT OF EACH FISCAL YEAR,  
ONCE WE HAVE ENOUGH DATA IN THAT  
SYSTEM TO SHOW WHAT HAS OUR  
GROWTH BEEN IN A DASHBOARD  
FORMAT.

WHERE IS OUR SPENDING OCCURRING?  
BY CERTIFICATION OR  
NONCERTIFICATION.

WE'VE EXPANDED THE ADVERTISING,  
WHICH IS ANOTHER BIG STEP.

I BELIEVE IT WAS THIS COUNCIL  
THAT REQUESTED WE EXTEND THE  
NOTICE PERIOD FROM TWO WEEKS TO  
THREE WEEKS, AND WE HAVE DONE  
THAT BY SETTING THAT AS THE  
NORM.

WE WILL SOMETIMES STILL FOR  
OPERATIONAL REASONS, NEED TO DO  
THAT TO A STATUTORY MINIMUM,  
BECAUSE WHEN WE HAVE TO HAVE A  
CONTRACT TO REPLACE SOMETHING OR  
ADDRESS SOMETHING AS QUICKLY AS  
POSSIBLE, BUT WE HAVE WEEK  
ADVERTISING STANDARD FOR THE  
CITY'S ADVERTISING.

AND WE'VE EXPANDED THE  
ADVERTISING TO OTHER  
PUBLICATIONS LIKE BASE STATE  
BANNER TO GET A BROADER  
NOTIFICATION OUT THERE.

THINGS THAT WE HOPE TO BE DOING  
IN THE PIPELINE IS AGAIN, YOU  
TALK ABOUT CURRENTLY.

ANALYZING BUNDLING THE  
JANITORIAL CONTRACT WITH  
LIBRARY.

WE WANT TO WORK WITH DEPARTMENTS  
ON FORECASTING, SO THAT WE CAN  
DO AN ANALYSIS SO THAT  
DEPARTMENT'S BIG SPENDING THAT'S

OCCURRING A YEAR IT YEAR THING  
THAT WE KNOW THEY ARE GOING TO  
GO OUT YEARLY, SO THAT WE CAN  
GET THAT INFORMATION OUT MONTHS  
IN ADVANCE AS OPPOSED TO WHEN  
THE BID INSPECTION BECOME  
AVAILABLE TO VENDORS.  
THIS WILL GIVE SMALLER VENDORS  
AN IN A WAY THAT THEY DON'T  
NORMALLY HAVE.

I THINK THE BIGGEST THING THAT  
WE DO HAVE PENDING IS THE  
HOMEROOM PETITION, WHICH THIS  
COUNCIL -- THANK YOU --  
AUTHORIZED US THE OPPORTUNITY TO  
TRY TO CHANGE THE WAY CAMBRIDGE  
HAS TO CONDUCT SOME OF ITS GOODS  
AND SERVICES PROCUREMENTS.  
IT WAS INCREASING OR REQUESTING  
TO INCREASE THAT, QUOTE,  
TRIGGERING FROM 10,000 TO  
20,000, WHICH WE THINK WILL BE  
HELPFUL IN SOME WAYS TO  
ENLARGEEN THE DISCRETIONARY  
SPENDING OF DEPARTMENTS, BUT  
ALSO FOR THE SMALLER VENDORS.  
\$10,000 ISN'T A LOT, YOU KNOW,  
BUT LET THEM TRY.

CAN THEY DO BUSINESS WITH THE  
CITY ON A LITTLE BIT OF A LARGER  
SCALE WITHOUT HAVING TO GO  
THROUGH THAT COMPETITIVE  
PROCESS?

AND AGAIN, THE INCLUSIVE PROCESS  
IS ALSO PART OF THE HOMEROOM  
PETITION WHERE WE WANT TO PUT  
THE CEILING HIGHER FROM OVER 50K  
TO OVER \$250,000.  
FOR BEING ABLE TO DO QUOTING  
INSTEAD OF A FULL-GROWN BID  
PROCESS.

>> Councilor Wilson: THANK YOU.  
I APPRECIATE THAT AND THE WORK  
BEING MADE.

I LOOK FORWARD TO KIND OF  
REVIEWING THE THIS THANK YOU  
SYSTEM, MAYBE IN A COMMITTEE

HEARING LIKE ECONOMIC  
DEVELOPMENT OR SOMETHING.  
I WOULD HAVE LOVED TO SEE, I  
THINK, IN HERE JUST HOW WE BREAK  
DOWN WITH THE DIVERSITY OF THE  
SOME OF THE BID, LIKE WHO ARE  
THEY GOING TO?  
WHAT DOES IT LOOK LIKE?  
THE MAKE-UP AND DEMOGRAPHICS  
PROBABLY WOULD HAVE BEEN A  
LITTLE MORE HELPFUL.  
MAYBE THAT'S SOMETHING THAT  
COULD BE SHARED LIKE IN A MEMO.  
IT WOULD BE NICE TO SEE THE  
BREAKDOWN.  
WITH THAT, I YIELD.

>> Chair: THANK YOU.  
NOTICE IN THE BOOK, THERE'S JUST  
SOME FOLKS, A REMINDER THIS  
DEPARTMENT PROCESS IS ABOUT  
9,000 PURCHASE ORDERS A YEAR,  
AND ABOUT A THOUSAND CONTRACTS  
PER YEAR.  
ONE QUESTION IS, WITH THIS, WE  
JUST TALKED ABOUT I.T. AND  
SYSTEMIZING SERVICES.  
IF THE PERSON'S DEPARTMENT IS  
INCLUDED IN THAT UPGRADE, BUT IT  
AFFECTS THE BUDGETS OR NOT, WILL  
IT THEN BE POSSIBLE TO, FOR  
INSTANCE, GENERATE A LIST OF ALL  
THE CONTRACTS AND WHAT THE  
DOLLAR AMOUNT IS AND WHAT IT'S  
FOR?

BECAUSE ONE OF THE THINGS WE  
HAVE, I HAVE, AND OTHERS HAVE  
EXPRESSED AN INTEREST IN IS  
LOOKING AT CONSULTING CONTRACTS  
ACROSS THE CITY.  
>> WE HAVE BEEN WORKING WITH  
I.T. ON THIS THOUGHT OF THERE'S  
A COUPLE OF PIECES TO THAT.  
WE HAVE THE CONTRACTS THAT HAVE  
ALREADY BEEN EXECUTED IN THE  
PAST, AND ARE SORT OF THEIR  
SHARED -- ON A SHARED DRIVE, BUT  
ARE NOT SEARCHABLE, BUT TAKING

THAT DATA AND PRESERVING IT IN A  
DIGITIZED FORMAT.

THAT MAY BE SEARCHABLE.

THE NEW E-PROCUREMENT SYSTEM.

WE'RE WORKING WITH I.T.

WE CREATE THE CONTRACT.

AND WE'RE WORKING WITH I.T. ON  
THE ELECTRONIC SIGNATURE PART OF  
THAT, AND OUR HOPE IS THAT THOSE  
CONTRACTS WILL SIT WITHIN THE  
SYSTEM, AND WE WON'T BE CARRYING  
THE PRINTED COPIES OUT TO, YOU  
KNOW, ACROSS THE CITY FOR THE  
VARIOUS SIGNATURES.

IN A WAY, THAT WILL BE SURGICAL.

>> Chair: THEN IT WOULD BE MORE  
TRANSPARENT AND OPEN AND  
AVAILABLE, SAY, TO ANY CONTRACT  
ISSUED.

YOU CAN LOOK AND SEE WHAT IS IT  
FOR?

WHAT DEPARTMENT?

AND WHO IS DOING IT, SO WE NEED  
THAT INFORMATION.

I UNDERSTAND YOU HAVE TO GO TO  
EVERY SINGLE DEPARTMENT TO GET  
SOME OF THAT INFORMATION.

>> I THINK YOU COULD START WITH  
PURCHASING IF YOU WANT THE  
DETAILS OF THINGS THAT MAY NOT  
APPEAR NECESSARILY WITHIN THE  
CONTRACT ITSELF.

YOU WOULD HAVE TO GO TO THE END  
USER DEPARTMENT.

>> Chair: THANKS.

WILL THE E-PROCUREMENT ALLOW  
VENDORS TO BE PAID?

I KNOW THAT WAS A QUESTION WITH  
SOME OF THE SMALLER VENDORS,  
THAT IT WAS HARD FOR THEM TO  
WAIT.

WILL THAT ALSO INCREASE AND  
ACCELERATE THE ABILITY IT PAY  
THOSE?

>> SO THE E-PROCUREMENT SYSTEM  
WILL ALLOW US TO PERFECT CURE  
THE CONTRACT AND GET IT INTO

PLACE.

WHAT HAPPENS ONCE THAT CONTRACT IS EXECUTED, REALLY LEAVES THE REALM OF THE PURCHASING DEPARTMENT AND SITS WITH THE END USER DEPARTMENT.

AND THEY ARE THE ONES WHO BECOME THE CONTRACT MANAGERS.

AND THAT INCLUDE WATCHING OVER THE VENDOR TO SEE WHETHER THEY ARE PRODUCING THE DELIVERABLES. IS THE BILLING CORRECT, ETC.

AND THEN PROCESSING PAYMENT.

SO THE PROCESS OF PAYMENT IS ON A SEPARATE SYSTEM.

IT WON'T BE PART OF THE E-PROCUREMENT SYSTEM.

>> Chair: SO PURCHASE ORDERS IS IN PURCHASING?

SO ONCE THAT SOMEONE SAYS YES, WE HAVE DONE THIS, THEN?

>> THE DEPARTMENT WILL ENTER A REQUISITION INTO PEOPLESOF. THAT REQUISITION WILL BECOME A PURCHASE ORDER.

IT WILL GO THROUGH PURCHASING. IT WILL GO THROUGH BUDGET CHECK, PURCHASING.

THE BUYER WILL CHECK TO MAKE SURE THAT THAT PARTICULAR REQUISITION OR REQUEST FOR A P.O. IS ESSENTIALLY WHAT IT IS, FOLLOWED THE REQUIRED PROCUREMENT LAWS AND, AND THEN THE PURCHASING DEPARTMENT WILL WORK IN COORDINATION WITH AUDITING TO ISSUE A PURCHASE ORDER TO THE DEPARTMENT, WHO WILL THEN TAKE SEPARATE STEPS TO PROCESS THE PAYMENT USING THAT PURCHASE ORDER.

>> Chair: WE ALL WANT OVERSIGHT, BUT WE WANT QUICK PAYMENT TO SENTERS WHO RELY ON THAT. HOPEFULLY, THAT WILL BE ABLE TO HAPPEN WITH INCREASED AUTOMATION.

OK.  
ANY OTHER QUESTIONS FOR  
PURCHASING?  
ANY OTHER COMMENTS?  
NO?  
WITH THAT, COUNCILOR WILSON  
MOVES THE PURCHASING DEPARTMENT  
TO THE FULL CITY COUNCIL WITH A  
FAVORABLE RECOMMENDATION OF THE  
BUDGET OF 1,013,0008 THE ROLL  
CALL.  
>> Clerk: COUNCILOR AZEEM.  
ABSENT.  
VICE MAYOR McGOVERN.  
YES.  
COUNCILOR NOLAN.  
YES.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
YES.  
COUNCILOR WILSON.  
YES.  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS IS ABSENT.  
THAT'S SEVEN VOTING YES.  
>> Chair: OK.  
ON TO THAT STELLAR DEPARTMENT WE  
ALSO ALL RELY ON.  
YET, ANOTHER STELLAR DEPARTMENT.  
WE'RE GOING TO HUMAN RESOURCES.  
WE HAVE CPO CATCHINGS HERE.  
THIS IS IN THE BUDGET BOOK PAGE  
V-41.  
WE CAN START OUT WITH, LET'S  
SEE.  
COUNCILOR ZUSY, YOU HAD ONE  
QUESTION?  
>> CAMBRIDGE CHRONICLE USED TO  
LIST THE 150-PAGE STAFF MEMBERS.  
I DON'T THINK THEY DO THAT  
ANYMORE, BUT ALWAYS AS A  
CITIZEN, I ALWAYS FOUND IT  
FASCINATING.  
IS THAT PUBLISHED SOMEWHERE?  
IS IT AVAILABLE SOMEWHERE?

>> THROUGH YOU, CHAIR.  
THAT IS TYPICALLY DONE THROUGH A  
RECORDS REQUEST, BUT THAT CAN BE  
EASILY TRANSMITTED.  
I'M HAPPY TO GET THAT BACK TO  
THE COMMITTEE.  
>> THROUGH YOU, MADAM CHAIR.  
THE BUDGET INFORMATION IS ALSO  
AVAIL BE ON THE OPEN PORTAL.  
SALARIES CAN BE LISTED THERE AND  
DOWNLOADED TO BE USED HOWEVER  
PEOPLE DESIRE.  
>> THANK YOU.  
>> Chair: MY QUESTION HAD TOED  
JUSTED BUDGET AMOUNTS.  
THE BUDGET WAS GOING UP FROM 2.2  
TO 2.7 COULD.  
THAN EXPLAINED?  
>> YES.  
THROUGH YOU, MADAM CHAIR.  
SO THIS IS A QUESTION THAT WE  
KIND OF GET EVERY BUDGET CYCLES.  
YOU'RE LOOKING AT THE PROJECTED  
COLUMN VERSUS THE BUDGET COLUMN.  
THAT'S TWO THINGS.  
PROJECTED IS WHAT'S ACTUALLY  
SPENT ON SALARY WAGES.  
SO ANY VACANCIES AREN'T GOING TO  
SHOW UP ON EXPENDITURES.  
THE BUDGET COLUMN IS WHAT IS  
ACTUALLY BUDGETED.  
SO I DON'T HAVE IT RIGHT IN  
FRONT OF ME.  
BUT THE FY-25 BUDGET WAS  
PROBABLY HIGHER THAN THAT 2.28  
THEY JUST HAD SOME VACANCIES.  
>> Chair: RIGHT.  
ALTHOUGH THE ACTUAL FROM 2024 IS  
ONLY 1.4 AND THE PROJECTED IS  
2..  
THAT'S THE ACTUAL ADJUSTED.  
>> YES.  
I'M SORRY.  
WE CAN LOOK INTO THAT'S PROBABLY  
EITHER POSITIONED LIKE WE MAY  
HAVE ADDED LAST YEAR IN 24 TO  
25.



WE WOULD HAVE TO LOOK AT WHY  
THAT WOULD, AGAIN, THIS ACTUALS  
FOR '24, WHAT WE ACTUALLY  
PROJECTED, AND WHAT WE'RE  
PROJECTING FOR '25, WE CAN LOOK  
INTO WHAT THE DIFFERENCE IS  
THERE.

BUT TYPICALLY, IF THERE'S  
ADDITIONAL STAFF ADDED.

>> Chair: RIGHT.

FROM '21 TO '23.

THAT DOESN'T EXPLAIN THE 100%  
INCREASE WHEN IT'S ONLY A 10%  
INCLOSE IN NUMBERS.

>> ACTUALLY, WHEN WE BUDGET  
VACANCIES AT THE HIGHEST RANGE,  
IT COULD END UP WITH THAT KIND  
OF DIFFERENCE.

>> Chair: AGAIN, THIS IS PUBLIC  
INFORMATION.

I THINK WE SHOULD EXPLAIN WHAT  
WE HAVE A SALARY BUDGET DOUBLING  
PERFECT 1.4 TO 2.8.

WE PAY WELL, BUT I ALSO KNOW  
THAT WE DON'T PAY PEOPLE  
\$700,000 EACH FOR THE POSITION.  
SO MAYBE SOME KIND OF  
EXPLANATION OR FOOTNOTE ON THAT.  
THEN THE QUESTION THAT WAS  
RAISED, PART OF WHAT WE HEARD  
FROM I.T. INCLUDES A LOT OF  
SYSTEMS IN OUR HUMAN RESOURCES  
DEPARTMENT ABOUT BEING UPDATED.  
WE HEARD SOME FROM BENEFITS.  
CAN THAT EXPLAIN HOW THIS BUDGET  
WILL BE REFLECTING INCREASED  
ABILITY OF THE HR DEPARTMENT TO  
DELIVER TO ON THE RANGE OF  
SERVICES WE'RE OFFERING TO OUR  
EMPLOYEES, BECAUSE IT'S PART OF  
THE WHOLE CULTURE AS THE  
UPGRADING ACROSS THE BOARD AS WE  
USED TO SAY, A DEPARTMENT THAT  
WAS CALLED A PERSONNEL  
DEPARTMENT UNTIL A COUPLE OF  
YEARS AGO.

IT IS NOW -- I THINK IT REFLECTS

HAVING TO -- ALSO REFLECTS AN  
EFFORT AND A COMMITMENT TO A  
CULTURE CHANGE THAT PUTS  
EMPLOYEES FIRST IN A WAY THE  
CITY HADN'T LOOKED AT.  
IF YOU CAN TALK ABOUT HOW THE  
SYSTEMS ARE MOVING THE  
DEPARTMENT MOVE FORWARD.  
>> THROUGH YOU, CHAIR.  
SO WE, WHAT'S REFLECTED IN THIS  
BUDGET ARE SOME UPGRADES AROUND  
TWO PIECES.  
WORK CLOSELY WITH I.T., AND THE  
CORE HM, HOW WE PAY PEOPLE.  
THEN THERE'S THIS OTHER WORLD OF  
HOW THINGS WORK OUTSIDE  
PAPERSOFT.  
THAT'S THE PAPER THAT MOVE  
THROUGH THE CITY.  
ON OUR THAT WE'VE TALKED ABOUT  
FOR A FEW MONTHS NOW, ONE OF  
THOSE PROJECTS INCLUDES GETTING  
THE HUNDREDS OF PAGES FOLKS SIGN  
ONTO THE CITY WITH ELECTRONIC.  
IT ALSO INCLUDES THE ABILITY TO  
OFF BOARD.  
THAT IS THE NEXT ITERATION OF  
TOOLS THAT WE'RE LOOKING FOR,  
WHICH IS REFLECTED IN THIS  
BUDGET, WHICH IS THE STUFF  
OUTSIDE OF PEOPLESOFT THAT  
INTERGREATS TO PEOPLE SOFT SO  
THERE'S CONNECTIVITY BETWEEN  
THOSE TWO SYSTEMS.  
TO BORROW DIRECTOR DEPUTY ERIC'S  
TERM A PROCESS THAT IS BORN  
ELECTRONICALLY MOVES ABOUT A LOT  
EASIER THAN ONE THAT ORIGINATES  
ON PAPER AND HAS TO BE  
CONVERTED.  
ANOTHER ASPECT THAT YOU SEE IS  
US DEEPENING SOME OF OUR SERVICE  
CONTRACTS WITH OUR VENDOR BETTER  
SERVICE, WHICH IS ALSO GOING TO  
SAVE US SOME ADMINISTRATIVE  
DOLLARS WHEN WE THINK ABOUT HOW  
PEOPLE EITHER ENROLL OR MAKE

CHANGES IN THEIR SUPPLEMENTAL RETIREMENT THEY MIGHT DO, WHICH WE ALSO KNOW IS AS METLIFE, AND WE SPEND A LOT OF TIME MOVING ABOUT THOSE PROCESSES.

BUT REALLY, WE COULD EXPAND OUR USER PACKAGE WE ALREADY HAD ACCESS TO BUT HAVE NOT DEPLOYED IT.

WE'RE LOOKING AT DEEPENING OUR EXISTING SERVICES WITH THINGS WE ALREADY PAID FOR, WHICH WE WEREN'T USING.

ALSO, THE ADDITIONAL INVESTMENTS INTO THE SYSTEMS THAT HAPPEN OUTSIDE OF PEOPLESOFT.

>> Chair: VERY EXCITING TO HAVE THIS ALL MOVE FORWARD. ANY QUESTIONS ON HUMAN RESOURCES?

COUNCILOR SIDDIQUI.

>> Councilor Siddiqui: I HAD ONE QUICK QUESTION.

EARLIER, WE HEARD THE CITY MANAGER TALK ABOUT THE STRATEGY TEAM AND THE CREW RECRUITING FUNCTION.

I UNDERSTAND THAT HR ALSO SUPPORTS ALL OUR DEPARTMENTS WITH OUTREACH AND RECRUITMENT, AND I'VE SEEN IT.

A LOT MORE LINKED IN ACTIVITY. IT'S BEEN GREAT TO SEE.

MY QUESTION WOULD BE, HOW MANY PEOPLE DO YOU HAVE ON THE TEAM? OUT OF THE 23 DEDICATED TO RECRUITING?

>> WE HAVE OUR ASSISTANT DIRECTOR OF TALENT.

WE ALSO UTILIZE THE NORTHEAST CO-OP PROGRAM AS WELL.

AND STUDENTS IN AND HR IS A LOW LIFT FOR THEM AND WE HAVE TWO IN AN ASSISTANT DIRECTOR.

AS THEY CHOOSE US.

>> Councilor Siddiqui: I'M CURIOUS UNDER YOUR OBJECTIVE

PERFORMANCE MEASURES, THERE'S NOTHING IN THAT -- IT MAKES SENSE, BUT THERE WASN'T ANYTHING AROUND THE RECRUITMENT, AS A ROLE.

I'M WONDERING, HAVE YOU SEEN GIVEN THE NUMBER OF EMPLOYEES THAT HAVE NOW DEDICATED THIS, YOU KNOW, AND SEARCHES.

THERE'S A TIME FOR SEARCH IN DIFFERENT POSITIONS, DECREASE. ARE YOU SEEING ANY OF THAT SINCE YOU HAD MORE SUPPORT?

>> THANK YOU, CHAIR.

ABSOLUTELY.

I'D BE HAPPY TO GET YOU BREAKDOWNS OF SORT OF THE TIMELINE BETWEEN WHEN WE OPEN A POSTING REQUISITION TO THE TIME WHEN IT IS ACTUALLY FILLED. WE ARE WORKING ON OUR INSIGHT TO ANOTHER ONE OF THOSE LEGACY SYSTEMS THAT HAVE DIED OFF, SO IT DOESN'T GIVE US GREAT INFORMATION.

BUT WE CAN CERTAINLY GET YOU INSIGHTS ON OUR CONVERSION RATES IN TERMS OF WHO WE HIRE, WHO WE GET REFERRED FROM LINKEDIN, WHO WE GET REFERRED FROM INDEED. SO WE DO HAVE SOME INFORMATION AVAILABLE ABOUT CONVERSION RATES AND HOW USEFUL THE TEAM IS.

I THINK WE CAN HAVE A NUMBER OF DEPARTMENT HEADS TESTIFY OF HOW OUR STAFF HAVE BEEN CRITICAL IN TERMS OF GETTING NOT ONLY HELP WITH RECRUITMENT, BUT THROUGH THE INTERVIEW PROCESS, GETTING QUESTIONS THAT ARRIVE MATCH IS A MATCH.

SO WE EXTENDED FAR BEYOND OUR NORMAL AFFAIR AND I THINK DEPARTMENT HEADS HAVE CERTAINLY FELT THAT RELIEF.

BUT AS FAR AS CRITICAL NUMBERS, I CAN GET THOSE AS WELL.

>> I THINK THROUGH YOU.  
I DON'T NECESSARILY -- THAT'S  
SOMETHING I THINK ABOUT  
PERFORMANCE MEASURE IS BECAUSE  
IT IS SOMETHING THAT HAS  
IMPROVED.  
AND I THINK IT'S IMPORTANT TO  
HIGHLIGHT, GIVEN THAT YOUR TEAM  
HAS GROWN YOU'VE SEEN  
EFFICIENCIES IN THESE NUMBERS  
AND HOW OUR DEPARTMENTDS ARE  
FEELING.  
SOMETIMES THERE ARE DECISIONS  
POSTED FOR YEARS, RIGHT?  
HOW QUICKLY ARE YOU GETTING  
THESE FILLED?  
SO THAT'S ALL IMPORTANT DATA.  
I WANTED TO MAKE THAT FOR YOU.  
THANK YOU SO MUCH.  
BECAUSE WE SAW THAT IN THE  
EMPLOYEE SURVEY COUNCILOR  
WILSON, DID YOU HAVE A QUESTION?  
>> Councilor Wilson: THANK YOU,  
CHAIR.  
I JUST HAD A QUICK QUESTION IN  
REGARDS TO THE TRAINING AND  
STUFF.  
SO YOU TALKED ABOUT JUST KIND OF  
STREAMLINING SOME OF THE  
ONBOARDING PIECE.  
SO FROM THE MOMENT THAT A JOB  
ACTUALLY GETS POSTED ON OUR  
SITES AND OUR PARTNERS AND SITES  
AND ALL THAT KIND OF STUFF TO  
THE MOMENT WHERE AS LONG AS THE  
PROCESS OF HIRING THEM OR  
WHATEVER.  
OR WHATEVER.  
WOULD YOU SAY THAT THAT WAS  
BASED ON HAVING THAT ADDITIONAL  
PERSON OR PEOPLE IN THE ROLE TO  
BE ABLE TO DO THAT WORK?  
OR IS IT JUST A SOPHISTICATION  
OF ACTUALLY OTHER SYSTEMS THAT  
WE'RE USING, SAY LINKED IN OR I  
DON'T KNOW IF YOU USE DEED OR  
WHATEVER OTHER SERVICE PLATFORMS

THAT THE TAP INTO.

>> THROUGH YOU, CHAIR.

IT'S DEFINITELY A RESULT OF  
HAVING THE FOLKS AS A CONDUIT.  
THERE WAS A CONNECTION MISSING,  
AND SO TO NO FAULT OF ANY ONE  
DEPARTMENT OR HIRED MANAGER  
THROUGHOUT THE SEASON, THEY ARE  
BUSY.

WHICH IS VERY HARD TO CONVERT  
HIRES FOR THEM BECAUSE YOU HAVE  
TO STOP.

IT IS A VERY TIME CONSUMING  
PROCESS TO HIRE SOMEONE ONBOARD.  
SO OUR STAFF HAS BEEN A  
TREMENDOUS HELP IN NOT ONLY  
PROVIDING HIRING FRAME WORKS,  
BUT ALSO THOSE NUDGES OF  
POSITIONS THAT HAVE BEEN POSTED  
FOR 21 DAYS NOW.

WHAT ARE WE DOING IT MAKE SURE  
THESE THINGS MOVE ALONG?

SO I THINK IT'S A BOTH AND.

WE USED TO COAST DIRECTLY TO  
CERTAIN WEBSITES, BUT WE'VE COME  
OUT -- WE'VE COME FURTHER OUR  
USE OF LINKEDIN, INDEED, AND  
SOME OF THE MORE BROADLY  
ACCEPTED PLATFORMS FOR WHERE  
FOLKS ENGAGE WITH EMPLOYERS AND  
JOB POSTINGS.

SO I THINK IT'S A COMBINATION OF  
BOTH.

BUT I'M SUPER PROUD OF THE TEAM  
BECAUSE THEY ARE LEADING INTO  
THE DEPARTMENT HEADS, BUSY  
DEPARTMENT HEADS IN WAYS THAT  
ARE DEFINITELY PUSHING THESE  
CONVERSIONS ALONG.

>> Councilor Wilson: GREAT,  
THANK YOU.

IN TERMS OF THE FULL-TIME  
ATTENDEES THAT YOU HAD IN 2023.  
ARE ALL THESE POSITIONS ACTUALLY  
KILLED CURRENTLY?

>> THROUGH YOU, CHAIR.

NO, WE DO HAVE A COUPLE OF

VACANCIES, ONE IN WHICH IS THE LEARNING AND DEVELOPMENT TEAM. WE'VE BUILT A SUPER STRONG TEAM OVER THE LAST COUPLE OF YEARS. WE WENT TO THE MARKET AT LEAST TWO TIMES WITH THE LEARNING AND DEVELOPMENT DIRECTOR. WE HAVEN'T HAD THE KIND OF LUCK I'VE HOPED FOR, BUT WE'RE GOING FOR ROUND THREE TO FIND A PERSON OF WHO WILL HELP US ADVANCE OUR INITIATIVES AROUND TRAINING, DEVELOPMENT, PERFORMANCE MANAGEMENT, AND THEN WE HAVE A COUPLE OF THE JOBS THAT WILL ASSIST THE POSITIONS IN HR DEPARTMENT THAT ARE VACANT AS WELL.

>> Councilor Wilson: MY LAST QUESTION AS WE MOVE, AND TALKING WE HAD THE CONVERSATION WITH I.T. REGARDING OUR PEOPLESOFT NETWORK.

AND YOU MENTIONED TRYING TO DIGITIZE THE PAPERWORK PROCESS. WHEN DO YOU SEE THAT LAUNCHING? IS THIS FY-26, FY-27? LIKE WHEN DO YOU ACTUALLY SEE US BEING ABLE TO REALLY TRANSITION PAPER TO ONLINE.

>> 100%.

OK.

>> THROUGH YOU, CHAIR.

IT'S REALLY TOUGH TO SAY.

THERE'S A LOT BAKED INTO IT.

I WISH IT WAS SOMETHING WE COULD TAKE OFF THE SHELVES AND TURN ON.

IT'S REALLY HARD DOING A SYSTEMS CONVERSION.

I FEEL REALLY COMFORTABLE TO SAY THAT DURING MY HR ROAD MAP AND A LOT OF THE WORK THAT WE'VE ALREADY BEEN DOING WITH HR, EXCUSE ME, WITH THE I.T. DEPARTMENT, THAT I'M REALLY LOOKING AT THIS WITH A TWO-YEAR

RUNWAY INCLUDING WHERE WE ARE NOW.

SO MY GOAL IS WITHIN THE NEXT TWO YEARS, THAT WE WILL SEE LIKE TANGIBLE CHANGE IN HOW EMPLOYEES ENGAGE WITH THEIR OWN INFORMATION AND WITH OUR OWN PROCESSES.

THAT IS AMBITIOUS.

I THINK I SEE CLEAR BEHIND ME. BUT I'M OPERATING THE TIMELINE.

>> I THINK RAY AND I WOULD BOTH BE THRILLED TO ENGAGE LESS WITH PAPER PDFs, TPS REPORTS.

>> YEAH.

THAT IS LIKE A WHOLE BOOK.

IT'S ALMOST LIKE THIS.

IT'S REALLY INTENSE, AND I JUST THINK COMING FROM A SCHOOL COMMITTEE, WHERE THE SCHOOL COMMITTEE SYSTEM IS REALLY ALL ELECTRONIC.

SO THIS IS WHERE I WORK.

I REALLY THINK ABOUT WORK SMARTER, NOT HARDER.

WE HAVE A DEPARTMENT THAT DOES IT.

WHILE I DON'T KNOW HOW MANY FTEs ARE ACTUALLY IN THE SCHOOLS RIGHT NOW, BUT I KNOW THE NUMBER IS LARGER HERE.

COULD WE NOT TAP INTO THAT AS BEING OUR SYSTEM?

>> THROUGH YOU, CHAIR.

I BELIEVE SO.

I THINK THE INTERESTING PIECE OF THIS IS THAT YOUR QUESTION IS ONE THAT WOULD BE FULLY OFF PAPER.

I WOULD SAY I'M AT LEAST OPERATING-YEAR TIMELINE.

BUT WITHIN THAT TIMELINE, THERE IS A RUNWAY FOR WHEN WE WILL SORT OF CONVERT OUR APPLICANT TRACKING SYSTEM.

SO THINGS WILL START TO BITE SIZE.



YOU'LL NOTICE THINGS SLOWLY OVER  
THE NEXT TWO YEARS.

IT'S NOT THAT YOU HAVE TO WAIT  
UNTIL THE END OF THE TWO YEARS  
BEFORE YOU SEE THINGS.

WE'RE PROBABLY ON A SHORTER  
TIMELINE BECAUSE IT'S KIND OF  
STANDARD AND EASY TO TURN ON,  
YOU KNOW?

SO TO YOUR POINT, YOU'LL SEE  
RELIEF SOONER WHEN I THINK ABOUT  
A FULL CONVERSION.

WE PROBABLY ARE AROUND THE  
TWO-YEAR MARK.

>> THANK YOU.

I YIELD.

>> Chair: YES, AND NOT TO BE TOO  
AGE RELATED, BUT IT WAS NOT SO  
LONG AGO THAT THE SCHOOL  
DEPARTMENT ALSO HAD MOSTLY  
PAPER-BASED SYSTEMS.

IT TOOK A WHILE TO TRANSFER  
THAT.

I KNOW IT WAS AN EFFORT AND IT  
WAS GREAT.

BUT WHAT?

BUT THEY DID IT.

RIGHT.

SO WE'RE GOING TO DO IT HERE.

I KNOW CATCHINGS CAME FROM THE  
SCHOOL DISTRICT RIGHT HERE  
FAMILIAR WITH THAT CHALLENGE.

SO ALL OF US I THINK WILL LOOK  
FORWARD TO IT.

PROBABLY ACROSS THE CITY, WE CAN  
HAVE A CITY DANCE PARTY JUST TO  
CELEBRATE THE LAST PAPER.

PROBABLY GET THOUSANDS IN THE  
STREETS JUST FOR THAT.

ANY OTHER QUESTIONS FOR OUR CPO  
CATCHINGS?

3CPO.

WE CAN CALL YOU STAR WARS.

IT'S THE 50TH ANNIVERSARY.

WITH THAT VICE MAYOR McGOVERN  
MOVES THAT THE HR DEPARTMENT BE  
MOVED TO THE CITY COUNCIL WITH A

FAVORABLE RECOMMENDATION.  
CONVERSATION OR DISCUSSION  
HAVING BEEN TAKEN PLACE.  
ROLL CALL.  
>> Clerk: COUNCILOR AZEEM.  
ABSENT.  
VICE MAYOR McGOVERN.  
YES.  
COUNCILOR NOLAN.  
YES.  
COUNCILOR SIDDIQUI.  
YES.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
YES.  
COUNCILOR WILSON.  
YES.  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS.  
ABSENT.  
YOU HAVE SEVEN MEMBERS IN THE  
AFFIRMATIVE WITH TWO RECORDED AS  
ABSENT.  
>> Chair: OK.  
NOW WE'RE GOING ON TO THE LAW  
DEPARTMENT.  
THIS IS ON BUDGET PAGE V-43.  
OUR CITY SOLICITORS COMING UP.  
THE DEPARTMENT OVERVIEW SHOWS  
THERE ARE 15 FTEs WITH A BUDGET  
OF \$3.6 MILLION.  
THERE IS A COUPLE OF QUESTIONS.  
COUNCILOR ZUSY?  
>> Councilor Zusy: ABSOLUTELY.  
MY QUESTION IS CAN WE MAKE  
PUBLIC RECORDS EASIER TO ACCESS  
SO SO MANY RECORDS DO YOU THINK  
OF ALL THE PUBLIC RECORDS  
REQUEST IS?  
WHAT ARE THE MOST COMMON  
REQUESTS?  
OR TYPES OF REQUESTS,  
CATEGORIES.  
>> Chair: OR ALL OF THE ABOX  
SOLICITOR BEHR.

>> THROUGH THE CHAIR.  
THANK YOU FOR THE QUESTION.  
JUST TO BRIEFLY INTRODUCE WHO I  
HAVE WITH ME TODAY, I HAVE  
DEPUTY CITY SOLICITOR ELLIOT  
FALOSO.  
OUR OFFICE MANAGER AND FINANCE  
EXPERT, KELSEY MCGUFFY.  
ON ZOOM, IF WE NEED TO GET SOME  
MORE INFORMATION ON PUBLIC  
RECORDS, I HAVE OUR PUBLIC  
RECORDS ACCESS OFFICER LEVY.  
SO A LOT HANDLE PUBLIC RECORDS  
BECAUSE Ms. LEVY'S POSITION SITS  
WITHIN THE LAW DEPARTMENT.  
WE ALSO HAVE AN ASSISTANT PUBLIC  
RECORDS ACCESS OFFICER MELANIE  
KUKUNI.  
WE HANDLE A GREATER REQUESTS  
EVERY YEAR, BUT THE CITY IS  
ALWAYS WORKING TO TRY TO MAKE  
RECORDS EVEN MORE ACCESSIBLE.  
EVEN MORE ACCESSIBLE AND  
AVAILABLE.  
AND A LOT OF THAT IS ACTUALLY  
THROUGH THE I.T. DEPARTMENT,  
THROUGH THE OPEN PORTAL.  
SO SHE WORKS CLOSELY WITH THE  
OPEN DATA PROGRAM MANAGER, WHO  
IS REINHARDT INGALLS.  
BUT THAT WORK IS HANDLED  
SEPARATELY WITH I.T.  
I DID TALK WITH REINHARDT BEFORE  
COMING HERE, KNOWING YOU WERE  
ASKING ABOUT THIS TO GET SOME  
MORE INFORMATION FROM HIM ABOUT  
THE OPEN DATA PORTAL.  
THE CITY WORKS TO TRY TO PUBLISH  
AS MUCH CITY-GENERATED DATA AS  
PRACTICAL, BUT LOOKING AT WHAT  
DATA THEY CAN SHARE WITHOUT  
VIOLATING PERSONAL PRIVACY OR  
SECURITY OR SAFETY EXEMPTIONS.  
ALSO, LOOKING AT PRIORITIZING  
WHAT DATA IS MOST IN REQUEST.  
YOU KNOW, WHAT WOULD PEOPLE LIKE  
TO SEE THE MOST OF?

AND SO IT'S AN ONGOING EFFORT,  
AND DATA ISN'T STAGNANT, SO IT  
ALSO INVOLVES NEW DATA AND  
PUSHING THROUGH NEW DATA  
UPDATING, AND CONTINUING TO ADD  
NEW DATA SETS.

SO THAT'S THE MAIN WAY THE CITY  
TRIES TO MAKE RECORDS MORE  
ACCESSIBLE AND NOT NEED TO HAVE  
RESIDENTS RELY ON PUBLIC RECORDS  
REQUEST AS A WAY TO GET DATA.  
FOR DATA THIS ISN'T AVAILABLE,  
THERE'S THE PUBLIC PROCESS.  
MANY DEPARTMENTS RESPOND TO  
REQUESTS ALL THE TIME.  
EASILY PROVIDING RECORDS.

THERE'S A LOT OF REPEAT TYPES OF  
REQUESTS.

ISD IS A REALLY BIG DEPARTMENT  
OF REQUESTS.

LOTS OF DEVELOPERS DOING DUE  
DILIGENCE.

WANTING TO KNOW ABOUT PAST  
PERMITTING, INSURANCE COMPANIES,  
ENVIRONMENTAL TESTING COMPANIES  
DOING DUE DILIGENCE.

THAT'S LOTS OF REQUESTS FOR ISD  
AND THEN WE ALSO HAVE THE IS  
REQUESTS THAT ARE MAYBE LESS IN  
TOTAL NUMBER, BUT ARE VERY  
COMPLEX REQUESTS.

THERE IS PROBABLY SEEN AN  
INCREASE OVER COMPLEXITY OF  
REQUESTS.

BUT THERE ARE LOTS OF REQUESTS  
FROM MEDIA WITH DISPUTE OR  
LITIGATION.

WHERE THERE MIGHT BE RELEVANT.  
THE REQUESTS ARE OFTEN FOR  
FEMALE SEARCHES.

IT'S NOT JUST A MATTER OF  
PULLING TOGETHER A FEW RECORDS.  
IT'S AGREEING ON SEARCH TERMS,  
RUNNING AN EMAIL SEARCH THROUGH  
THE SYSTEM, THE CITY'S EMAIL  
SYSTEM OR IDENTIFYING SPECIFIC  
EMAIL BOXES.

IF THE EMAIL USERS TO SEARCH.  
AND THEN A LOT OF TIME AND  
ATTENTION IS THEN REQUIRED TO  
READ THROUGH THOSE EMAILS TO  
DETERMINE IS THERE INFORMATION  
AWAS CAUGHT UP IN THAT SEARCH  
THAT WASN'T RELEVANT, BUT TO THE  
EXEMPTIONS AND NOT PUBLIC.  
BECAUSE OF THOSE IMPORTANT  
PRIVACY EXEMPTIONS OR OTHER  
EXEMPTIONS, IT HAS TO HAVE  
REDACTED OR ENTIRELY REMOVED.  
SO I THINK THAT ANSWERS YOUR --  
OH, FOR COST, I'M NOT ENTIRELY  
SURE WHAT YOU MEAN BY COST.  
UNDER THE PUBLIC RECORDS, THERE  
IS THE ABILITY FOR THE CITY TO  
CHARGE FOR SOME OF THE REQUESTS.  
SO IF IT'S GOING TO TAKE OVER  
TWO HOURS OF WORK, THE CITY CAN  
CHARGE FOR THE HOURLY WAGE OF  
THE LOWEST PAID EMPLOYEE CAPABLE  
OF DOING THE WORK.  
THE CITY CAN ALSO PETITION TO  
THE SUPERVISOR OF PUBLIC  
RECORDS, WHICH IS AN OFFICE IN  
THE SECRETARY OF STATE'S OFFICE.  
TO ALSO COVER OTHER COSTS IF THE  
OFFICER HAS IT USE A LOT OF HER  
OWN TIME, OR IF WE NEED TO USE  
AN OUTSIDE VENDOR BECAUSE OF  
SOME OLD RECORDS THAT HAVE TO BE  
CARE, OR SOMETHING ALONG THOSE  
LINES.  
WE CAN PETITION TO CHARGE MORE  
THAN THE STANDARD RATE.  
BUT THEN THERE ARE MANY REQUESTS  
WHERE IT DOES TAKE OVER TWO  
HOURS.  
BUT WE DON'T CHARGE BECAUSE IN  
ARGUMENTS THAT WE'VE MADE, THE  
REQUESTOR IS LOOKING FOR THIS.  
IT'S IN THE PUBLIC INTEREST  
TODAY.  
IF IT'S A REPORTER, OR SOMEONE  
WHERE THERE'S A REASON TO BE  
RESPONSIVE WITHOUT CHARGING.

SO I'M NOT SURE IF THAT'S WHAT  
YOU MEANT BY COST, BUT HAPPY TO  
ANSWER ANYTHING ELSE.

>> Chair: I'M SORRY.

>> Councilor Zusy: THROUGH YOU,  
CHAIR.

IT SOUNDS LIKE WE'RE PAYING A  
FEW PEOPLE TO SERVICE THESE  
REQUESTS.

YOU CAN ASK FOR PAYMENT FOR SOME  
OF THE SERVICES.

I JUST WISH, SO OFTEN I HEAR  
FROM PEOPLE THAT'S PARENT.

I JUST FEEL LIKE THE QUANTITY OF  
PUBLIC RECORD REQUESTS -- I KNOW  
YOU EXPLAINED THAT IN  
COMMUNITIES EVERYWHERE, THEY  
HAVE GONE UP.

I WISH PEOPLE FELT MORE TRUST.  
I WONDER IF THEY DON'T KNOW  
WHERE TO SEARCH.

I THINK THERE WAS A WORKSHOP ON  
HOW TO ACCESS RECORDS.

I GUESS I WISH I KNOW -- I'M  
FOREVER HOPEFUL THAT SOME  
UNTRUSTING RESIDENTS WILL  
REALIZE THAT WE'RE TRUSTWORTHY  
AND THE RECORDS ARE AVAILABLE  
FOR REVIEW AND WE'RE NOT TRYING  
TO HIDE INFORMATION.

SO THIS HAS BEEN HELPFUL TO HEAR  
WHY PEOPLE ARE GENERALLY ASKING  
REQUESTS.

AND I AGREE TO AN OPEN PORTAL.  
NOT IN THE LAW DEPARTMENT BUT  
ABOUT INCLUSIONARY UNITS OR  
THINGS LIKE THAT.

WE NEED TO BE BETTER WITH OUR  
NUMBERS.

I THINK WE'LL HAVE MORE TRUSTING  
CITIZENS.

THAT'S MY GOAL.

ONE OTHER QUESTION WAS IN FISCAL  
YEAR 24, YOU NOTE \$8.3 MILLION  
FOR THE FRIENDLY TAKING OF 41  
GULLAH CIRCLE.

WAS THAT FOR VPW?

WHAT WAS THAT?

>> THANK YOU FOR THE QUESTION.  
IT MIGHT DEFER TO DEPUTY  
CITY REIRDEN OR JENNINGS.  
THAT OF A PIECE OF PROPERTY.  
IT WAS WHAT WE CALL A FRIENDLY  
TAKING WHEN SOMEONE IS WILLING  
TO SELL THE PROPERTY.  
THE CITY IS INTERESTED IN BUYING  
THE PROPERTY.

WE USE THE IMMINENT DOMAIN  
PROCESS AS THE LEGAL MECHANISM  
TO DO IT.

THAT ALLOWS THE CITY ON SOME  
PROPERTIES THAT HAVE SOMEWHAT  
ARTIFICIALLY DEPRESSED PROPERTY  
VALUE.

THE CITY IS LIMITED IN WHAT IT  
CAN PAY.

AND THAT MAY NOT REFLECT THE  
TRUE MARKET VALUE.

BUT IF WE DO IT AS AN IMMINENT  
DOMAIN TAKING, WE CAN PAY UP TO  
THE FULL MARKET VALUE AS A  
SETTLEMENT OF ANY POTENTIAL  
CLAIM THAT WE COULD HAVE FOR THE  
TAKING OF THE PROPERTY.

SO THAT IS HOW WE HANDLED THAT.  
BECAUSE IT WAS A SETTLE.

OF A POTENTIAL CLAIM, THAT'S WHY  
THE MONEY GOES THROUGH THE LAW  
DEPARTMENT AND THE LAW  
DEPARTMENT WORKS ON THAT  
ACQUISITION PROCESS.

BUT THEN IF MAYBE THE DEPP WANTS  
TO TALK MORE ABOUT THAT  
PARTICULAR PIECE OF PROPERTY.

>> THROUGH YOU, CHAIR.  
COUNCILOR, AS THE CITY SOLICITOR  
INDICATED, WE PURCHASED THAT IN  
FY-24.

THE PRIMARY PURPOSE OF THAT  
PROCUREMENT WAS FOR THE  
DEPARTMENT OF PUBLIC WORKS.  
THERE ARE TWO FACILITIES THAT  
THE DEPARTMENT WOULD LIKE TO  
CONSTRUCT IN THAT LOCATION.

ONE OF THEM FOR OPERATIONS OF  
PUBLIC WORKS.  
NUMBER OF DIVISIONS WITHIN THE  
DEPARTMENT.  
BUT SECONDLY, THE AREA OF THE  
CITY IS AN AREA SUBJECT TO  
FALLING.  
AND SO ONE OF THE OTHER THINGS  
THAT THE DEPARTMENT WANTS TO DO  
THERE IS TO ACTUALLY CONSTRUCT A  
RAINFALL RUNOFF FACILITY.  
AND I THINK MY UNDERSTANDING IS  
THAT THEY EXPECT TO LICK PROCESS  
AROUND THE USE OF THAT PROPERTY  
WITH THE NEIGHBORHOOD IN THE  
FORM OF THE SHARE.  
I EXPECT THAT WOULD BEGIN  
SOMETIME SOON.  
>> THANK YOU.  
>> Chair: ARE THERE QUESTIONS  
FOR THE LAW DEPARTMENT?  
ONE QUESTION IS FOR CITY MANAGER  
SOLICITOR.  
IN GENERAL, THERE'S ALSO SOME  
QUESTION OF WHEN INDIVIDUALS  
CONTACT THE LAW DEPARTMENT.  
WHAT'S THE USUAL TURN AROUND?  
AND WHAT'S EXPECTATIONS OF  
RESIDENTS CONTACTING THE LAW  
DEPARTMENT TO GET A RESPONSE.  
WE SOMETIMES HEAR, I HAVEN'T  
HEARD BACK.  
IS THAT SOMETHING YOU ALL TRACK  
AND YOU ALL GENERALLY -- BECAUSE  
I KNOW OFTEN, PEOPLE HAVE LEGAL  
QUESTIONS AND THEY DO DIRECT IT  
TO YOUR OFFICE.  
IT WASN'T IN YOUR WRITEUP AS ONE  
OF YOUR RESPONSIBILITIES, AND  
YET I KNOW YOU DO IT.  
I'M CURIOUS AS TO HOW YOU MANAGE  
THAT.  
SO TO CLARIFY, THE LAW  
DEPARTMENT CAN'T PROVIDE LEGAL  
ADVICE TO RESIDENTS.  
WE DO HEAR FROM RESIDENTS  
SOMETIMES LOOKING TO ASK



SPECIFIC LEGAL QUESTIONS OR  
LOOKING TO HELP ON WHERE THEY  
SHOULD TURN TO GET LEGAL HELP.  
WE DO REFER THEM OUT TO  
DIFFERENT LEGAL SERVICE  
PROVIDERS IN THE COMMUNITY.  
WE CAN'T HELP THEM WITH THEIR  
INDIVIDUAL QUESTIONS.

WHAT YOU MIGHT BE REFERRING TO  
IS, WE DO HANDLE THE CLAIMS  
BROUGHT AGAINST THE CITY.

>> Chair: IT COULD BE A FENCE  
FELL DOWN BECAUSE OF A CITY  
TREE.

THERE'S A LOT OF RELATIVELY  
SMALL FOR US, BUT RELATIVELY  
BACK BIG FOR RESIDENTS THAT END  
UP GOING THROUGH YOUR OFFICE.

>> ABSOLUTELY.

AND SO WHAT THE PROCESS IS, IF  
SOMEONE HAS HAD SOME TYPE OF  
PERSONAL PROPERTY DAMAGE, THAT  
THEY BELIEVE WAS CAUSED BY THE  
CITY, THEY SUBMIT' CLAIM BY THE  
LAW DEPARTMENT.

THEN WE BEGIN AN INVESTIGATION.  
SO OUR SUPPORT STAFF STARTS BY  
REACHING OUT TO WHATEVER  
DEPARTMENTS WOULD HAVE BEEN  
INVOLVED, GATHERING POLICE  
REPORTS, OR REPORTS FROM IF IT  
WAS THE DEPARTMENT OF PUBLIC  
WORKS.

GATHERS ALL THE INFORMATION.  
THEN THE CLAIM GETS ASSIGNED TO  
ONE OF THE ASSISTANT CITY  
SOLICITORS WHO REVIEWS ALL THE  
INFORMATION WITH AN EYE TOWARDS  
DETERMINING, WAS THE CITY  
LIABLE?

SOMETIMES SOMEONE MAKES A CLAIM  
THAT A SNOWPLOW HIT THEIR CAR  
BUT WITH NO MORE INFORMATION  
THAN THAT.

THEY DON'T KNOW IT WAS A CITY  
SNOWPLOW TRUCK.

THEY CAN'T TELL US WHAT THE

VEHICLE LOOKED LIKE.  
THEY DIDN'T ACTUALLY WITNESS IT.  
THEY FOUND ITDS.  
SO GATHERING INFORMATION ABOUT  
WAS IT REALLY THE CITY INVOLVED?  
IF IT WAS, TALKING TO CITY  
EMPLOYEES TO FIND OUT WHAT  
HAPPENED.  
EVENTUALLY, MAKING A  
DETERMINATION OF WHETHER THIS IS  
SOMETHING WHERE THE CITY DOES  
HAVE LIABILITY AND WE'RE GOING  
TO REACH OUT AND TALK TO THE  
PERSON ABOUT RESOLVING IT, OR  
ARE WE GOING TO LET THEM KNOW  
THAT LEGALLY, THE CITY IS NOT  
RESPONSIBLE AND THEY CAN PURSUE  
OPTIONS IN COURT.  
OUR DETERMINATION IS THE CITY  
WAS NOT LIABLE.  
SO DEPENDING ON THE NATURE OF  
THE CLAIM -- EXCUSE ME.  
THAT COULD TAKE SOMEWHERE UP TO  
A FEW MONTHS JUST TO GATHER ALL  
THAT INFORMATION, TRY TO REACH  
OUT TO ALL THE DEPARTMENTS.  
SOME BACKS AND FORTHWITH THE  
CLAIMANT IT FIND OUT WHAT THEY  
ARE SAYING HAPPENED, OR IF THEY  
HAVE ANY WITNESSES THAT THEY  
WANT US TO TALK TO WITH  
WITNESSED WHATEVER HAPPENED, AND  
THEN GOING BACK TO THE  
DEPARTMENT TO GET MORE  
INFORMATION, AND MAKING THAT  
LEGAL EVALUATION OF WHERE  
THERE'S LIABILITY.  
WE TRY TO BE RESPONSIVE CLAIMS  
AND GET BACK TO PEOPLE.  
BUT JUST THE PROCESS, IT DOESN'T  
PREVENT US FROM DOING OUR DUE  
DILIGENCE.  
>> Chair: THANK YOU FOR THAT,  
YES.  
IT'S ALSO NOT JUST THOSE CLAIMS,  
BUT WHEN A PROPERTY OWNER IS NOT  
PROPERLY FENCING OFF THEIR

EQUIPMENT OR KEEPING UP AN  
UNSAFE SCAFFOLDING FOR TWO OR  
THREE YEARS BEYOND.  
THERE'S LOTS OF WAYS IN WHICH  
THE WHEELS OF JUSTICE GO.  
IT REAL HE AFFECTS THE QUALITY  
OF LIFE FOR THOSE PEOPLE WHO ARE  
AFFECTED.

I'M SURE IT CAN TAKE MONTHS AND  
MONTHS AND MONTHS, AND PEOPLE  
GET VERY FRUSTRATED WITH THE  
PROCESS.

WE'RE THE NECESSARILY IN  
CONTROL.

I RAISED IT BECAUSE IT WASN'T IN  
THE BOOK AS A MAIN THING,  
BICERTAINLY KNOW IT ENDS UP  
TAKING SOME TIME ON THE PART OF  
WHETHER IT'S A FINALS CLUB THAT  
ILLEGALLY THEN -- BASICALLY  
ILLEGAL ALCOHOL HOUSED ON A  
RESIDENTIAL STREET TO A HOUSE  
THAT WAS ENDANGERING THE  
NEIGHBORHOOD KIDS AND IT HAD TO  
BE FENCED OFF BECAUSE PARENTS  
WERE CONCERNED ABOUT THEIR KIDS  
HAVING ACCESS TO WHAT WAS  
CLEARLY A DANGEROUS SITE.  
THAT TOOK A COUPLE OF MONTHS TO  
GO TO COURT TO FIGURE THAT OUT.  
TO REMIND US ALL, THERE'S SUCH A  
RANGE OF LEGAL WORK TO HAPPEN.  
ANY OTHER QUESTIONS FOR THE LAW  
DEPARTMENT?

OK.

ON A RECOMMENDATION FROM  
COUNCILOR TONER TO MOVE THE LAW  
DEPARTMENT TO THE FULL CITY  
COUNCIL WITH A FEDERAL  
RECOMMENDATION, DISCUSSION  
HAVING HAPPENED.

ROLL CALL.

>> Clerk: COUNCILOR AZEEM.

ABSENT McGOVERN.

YES.

COUNCILOR NOLAN.

YES.

COUNCILOR SIDDIQUI.

YES.

COUNCILOR SOBRINHO-WHEELER.

ABSENT.

COUNCILOR TONER?

YES.

COUNCILOR WILSON?

YES.

COUNCILOR ZUSY?

YES.

MAYOR SIMMONS?

ABSENT.

YOU HAVE SIX MEMBERS RECORDED IN  
THE AFFIRMATIVE WITH THREE  
RECORDED AS ABSENT.

>> CHAIR NOLAN, A SUGGESTION  
DURING THE TRANSITION, I BELIEVE  
WE HAVE MAYBE MORE DEPARTMENTS  
LEFT THAN THERE ARE -- THAN  
THERE IS A WILLINGNESS TO STAY  
TODAY, AND A SUGGESTION WOULD BE  
FOR US TO MOVE INSPECTIONAL  
SERVICE LICENSE COMMISSION AND  
TRANSPORTATION TO NEXT  
WEDNESDAY, BUT TO TRY TO GET  
THROUGH THE MAJOR -- TO GET  
THROUGH COMMUNITY SAFETY,  
EMERGENCY COMMUNICATIONS, FIRE  
AND POLICE.

>> Chair: I THINK THAT'S  
PROBABLY A GOOD RECOMMENDATION.  
LOOKING AT MY COLLEAGUES, DOES  
THAT MAKE SENSE?

I CAN'T SEE DISCUSSION OF ALL  
THE DEPARTMENTS THAT ARE LEFT,  
GIVEN THERE'S SOME MAJOR  
DEPARTMENTS WITH MANY, MANY  
QUESTIONS.

>> AND JUST HELPFUL BECAUSE THEN  
WE DON'T HAVE STAFF COMING IN,  
WAITING, AND GOING HOME ONLY TO  
SHOW UP ON WEDNESDAY.

>> Chair: SO WHAT THE PROPOSAL  
IS, AND I'LL LOOK TO THE DEPUTY  
CLERK TO SEE IF WE VOTE ON THIS.  
OUR CITY SOLICITOR IS HERE.  
SHE'LL CONTINUE TO VOTE TO MOVE

THE INSPECTIONAL SERVICES,  
LICENSE COMMISSIONS, AND  
TRANSPORTATION DEPARTMENT  
HEARINGS TO THE START OF OUR  
NEXT WEDNESDAY'S BUDGET HEARING.  
IS THAT CORRECT, CITY MANAGER?

>> City Manager: THROUGH, MADAM  
CHAIR.

I WOULD JUST POINT OUT THAT THE  
HEALTH ALLIANCE, THEIR SCHEDULE  
IS NOT AS TIED TO THE CITY  
SCHEDULE.

SO THEY MAY BE COUNTING ON.

>> Chair: BEING FIRST?

WE CAN DO THAT.

WE HAVE PLENTY TIME TO NOTICE  
THIS IN THE PUBLIC.

WE CAN ADD THIS TO THE NOTICED  
PUT THOSE THREE DEPARTMENTS  
AFTER THE CAMBRIDGE HOUSE.

DOES THAT MAKE SENSE?

>> JUST A QUICK QUESTION.

ON MY SHEET, HEALTH ALLIANCE  
WASN'T HIGHLIGHTED.

IS IT BOTH?

>> Chair: EVERYBODY WAS SUPPOSED  
TO PUT IN THEIR QUESTIONS FOR  
MAY 8th.

THAT WAS {DWMENT} THE BIG  
QUESTION.

I CAN'T IMAGINE PUBLIC WORKS AND  
OFFICE OF SUSTAINABILITY AREN'T  
GOING TO BE PROGRAMS FOR NEXT  
WEEK.

JUST TO REMIND US ALL QUESTIONS  
FOR THE SCHOOL DEPARTMENT SHOULD  
BE IN BY TOMORROW, AND THEN  
QUESTIONS FOR NEXT WEDNESDAY  
SHOULD BE ALSO IN BY TOMORROW.

>> IS IT POSSIBLE TO CLARIFY WHO  
YOU POLLED OVER THE NEXT MEETING  
TODAY?

>> Chair: YES.

WE'VE GOTTEN SOME, WE JUST  
HAVEN'T GOTTEN ALL.

SO EVERYBODY IS TO HAVE THEM IN  
-- BILL THURSDAY.

BY 10:00 A.M. TOMORROW, THERE'S  
-- THE PERSONAL HEAD DEPARTMENT  
WILL COME.  
IS THAT SOMETHING WE SHOULD VOTE  
ON.  
WE SHOULD VOTE ON THAT, WHAT  
WE'LL BE DOING THEN TO CLEARFY  
IS WE WILL GET THROUGH ANIMAL  
COMMISSION, COMMUNITY SAFETY,  
EMERGENCY COMMUNICATIONS, FIRE  
DEPARTMENT AND POLICE  
DEPARTMENT.  
SO THAT'S STILL A LOT TO COVER.  
>> Councilor Siddiqui: IT'S A  
LOT.  
THROUGH YOU.  
POSTPONE SOMETHING.  
WE TRY TO GET THROUGH THREE.  
IT'S ALREADY 4:01.  
WE HAVE TO ADJOURN BY 5:00.  
>> I SUPPOSE IT DEPENDS ON  
WHETHER WE STAY A LITTLE BIT.  
THEY ARE ALL HERE.  
>> Chair: NOT EVERYONE CAN STAY.  
>> City Manager:S TO DECIDE.  
>> Chair: I THINK COMMUNITY  
SAFETY AND COMMUNICATIONS.  
SINCE THEY ARE TOGETHER  
COMMUNITY SAFETY, EMERGENCY AND  
POLICE DEPARTMENT.  
CAN WE GET THROUGH THOSE THREE  
IN HOUR OR IS THAT TOO SHORT?  
OR WE CAN DO COMMUNITY SAFETY,  
EMERGENCY COMMUNICATIONS AND SEE  
IF WE GET TO THE FIRE  
DEPARTMENT.  
OK.  
YEAH, SO WE'RE GOING TO FIND OUT  
WHO CAN STAY, WHICH DEPARTMENTS.  
BUT WE KNOW FOR SURE.  
HOW ABOUT THIS, WE KNOW WE WON'T  
GET TO INSPECTIONAL SERVICES OR  
TRANSPORTATION AND LICENSE.  
WE MAY NOT GET TO THE OTHERS,  
BUT WE KNOW FOR SURE WE WON'T  
GET TO THOSE THREE.  
DOES THAT MAKE SENSE?

NOW, LET'S ANIMAL COMMISSION.  
HELLO.  
SO I BELIEVE WE HAD ONE QUESTION  
SUBMITTED FOR THIS.  
IT WAS FOR ME.  
COUNCILOR ZUSY.  
LET'S SEE WHAT PAGE IN THE BOOK  
IT IS.  
THIS IS PAGE V-50 IN ANIMAL  
COMMISSION IS LISTED UNDER PART  
OF OUR PUBLIC SAFETY BUDGET.  
COUNCILOR ZUSY.  
>> Councilor Zusy: I'M THE NEW  
COUNCILOR.  
SO I'M JUST WONDERING --  
>> Chair: CAN I INTERRUPT THIS  
FOR ONE SECOND?  
HAVE YOU SEEN THIS?  
JUST SO YOU KNOW, HOT OFF THE  
PROVERBIAL PRESS, THERE IS A  
WRITTEN RESPONSE TO ANIMAL  
COMMISSION FROM OUR DIRECTOR.  
IT IS FOUR PAGES LONG.  
WE'RE NOT GOING TO READ IT INTO  
THE RECORD BUT WE ARE POSTING IT  
ON THE WEBSITE AS RESPONSIVE TO  
THIS QUESTION.  
I THINK IF THERE ARE SOME  
QUESTIONS WE CAN NOTE -- WE KNOW  
WE RELY ON THE ANIMAL COMMISSION  
TO DO A NUMBER OF THINGS RELATED  
TO PUBLIC HEALTH AND PUBLIC  
SAFETY.  
I JUST WANT PEOPLE TO KNOW THERE  
IS WILL BE A RESPONSE.  
THROUGH YOU, CHAIR NOLAN.  
I DO THIS JOB.  
I JUST WONDER, I DON'T HAVE A  
DOG.  
IT'S INTERESTING TO ME THAT WE  
HAVE 4300 DOGS WITH LICENSES IN  
THE CITY.  
SO WHAT DOES YOUR STAFF OF FIVE  
DO?  
>> OK.  
AND THANK YOU FOR THIS.  
I THINK THAT'S ON.

I WAS JUST READING MY PARAGRAPH  
AND I HIGHLIGHTED SOME OF MY  
BENCHMARKS FOR YOU GUYS TO HAVE  
FOR THE RECORD AND SOME BULLET  
POINTS OF WHAT YOU GUYS DO.

I'LL {GRSMD}.

THANK YOU COUNCILOR FOR YOUR  
QUESTION.

WE'RE GENERALLY GLAD OR TO  
HIGHLIGHT THE VALUE AND WORK.

WE UNDERSTAND THE NEED FOR  
FISCAL RESPONSIBILITY AND  
ACCOUNTABILITY, ESPECIALLY IN  
TODAY'S CLIMATE.

OUR REQUEST FOR CONTINUED  
FUNDING TO SUPPORT FIVE ANIMAL  
CONTROL OFFICERS AT A TOTAL COST  
OF \$480,000 IS GROUNDED IN THE  
VOLUME, COMPLEXITY, AND  
ESSENTIAL NATURE OF THE SERVICES  
WE PROVIDE.

WITH A POPULATION OF 18,500  
RESIDENTS AND SQUARE MILES,  
CAMBRIDGE FACES INTERACTIONS AND  
THREATS FROM PEOPLE, PETS AND  
WILDLIFE.

OUR RESPONSE TO OVER 2,000 CALLS  
OF SERVICE INVESTIGATIONS AND  
OVER 400 EMERGENCIES ANNUALY  
PROVIDES 24-7 COVERAGE INCLUDING  
WEEKENDS AND HOLIDAYS, AND  
SUPPORTS NOT ONLY ANIMAL WELFARE  
BUT PUBLIC SAFETY, HEALTH AND  
COMMUNITY RESILIENCE.

OUR OFFICES COVER AN -- OFFICERS  
COVER AN INTENSIVE AFTER-HOURS  
ROTATION OF MEDICAL CRUELTYIES  
IN FOUR STATE INCIDENTS AND  
ASSIST OTHER DEPARTMENTS  
INCLUDING FIRE POLICE,  
INSPECTIONAL SERVICES AND PUBLIC  
HEALTH.

IN 2004 ALONE, WE ALREADY CARED  
FOR OVER 2,000 SICK OR INJURED  
ANIMALS, MANY FOUND IN DISTRESS  
AND CONDITIONS.

WE ALSO ISSUE LICENSES, PROCESS



CITATIONS, PATROL {OSMD}.  
AND MANAGE OUTREACH PROGRAMS FOR  
THE PUBLIC.  
THE CONTINUED GROWTH FOR THE  
POPULATION, DOMESTIC PETS AND  
INCLUDING WILDLIFE IN CAMBRIDGE  
HAS BEEN INCREASINGLY CHALLENGE  
TO MANAGE THE FULL SCOPE OF  
ANIMAL CONTROL SERVICES.  
OUR TEAM IS COMMITTED TO MEETING  
THE NEEDS OF RESIDENTS, WHILE  
SHOWING COMPASSION AND EMPATHY  
IN OFTEN STRESSFUL OR EMOTIONAL  
SITUATIONS.  
WE DON'T JUST RESPOND TO CALLS.  
WE ENGAGE WITH INDIVIDUALS AND  
ANIMALS IN CRISES.  
WE THE SITUATION WITH BEFORE  
PROFESSIONALISM AND CARE.  
WE ALSO -- EMOTIONAL TOLL OF  
SICK, INJURED OR ABUSED ANIMALS  
AND CARRY THE WEIGHT OF  
SUFFERING WITH PROFESSIONALISM  
AND CARE.  
THIS WORK IS BOTH PHYSICALLY AND  
MENTALLY DEMAND INING.  
WE ARE NOT JUST LINEITE HEMS IN  
A BUDGET.  
WE ARE PROUD PUBLIC SERVANTS WHO  
LIVE IN THIS COMMUNITY, RAISE  
OUR FAMILIES HERE, AND HAVE  
DEDICATED OUR PROFESSIONAL LIVES  
TO IT.  
IN THIS CHALLENGING TIME WE  
RECOGNIZE THE HUMANS BEHIND THE  
WORK, THE PEOPLE WE SERVE AND  
THE ANIMALS WE PROTECT.  
AGAIN, WE WELCOME YOUR QUESTIONS  
AND ARE THANKFUL FOR THE  
OVERSIGHT AND OPPORTUNITY TO  
SHARE WHAT WE DO.  
WE ARE HAPPY TO PROVIDE DETAILS  
ABOUT OUR OPERATION'S DATA  
GOALS, AND THANK YOU FOR GIVING  
US THE CHANCE TO SPEAK.  
OFFICER.  
>> Chair: STAND UP.

THIS IS YOUR CHANCE TO SHINE.

OFFICER AMBROSE.

BOTH CAMBRIDGE RESIDENTS.

I KNOW YOU'RE HERE, SO I THANK  
YOU FOR BRINGING YOUR STAFF AND  
WE APPRECIATE YOU BEING IN THE  
CHAMBER INSTEAD OF OUT DEALING  
WITH THE WILDLIFE, WHICH WE  
DIDN'T SEE MENTION SOME OF WHAT  
WE SEE.

WE HAVE COYOTES, TURKEYS, AND  
MANY OTHERS.

COUNCILOR, DID YOU GET YOUR  
QUESTION ANSWERED?

>> Councilor Zusy: MY QUESTIONS  
HAVE BEEN ANSWERED.

THANK YOU SO MUCH FOR YOUR WORK.  
I THINK IT WOULD BE VERY  
SATISFYING WORK.

>> THANK YOU.

>> Chair: IS THERE ANYONE WITH  
OTHER QUESTIONS?

JUST SO PEOPLE KNOW, IT'S QUITE  
APPRECIATED, I BELIEVE, FOR US  
ALL.

IT WILL BE ON THE WEBSITE.  
ALSOY COMPARISON MANY OF US LEFT  
TO SEE TO UNDERSTAND HOW WE  
BENCHMARK LIVE TO OTHER THE  
SPECIFIC NUMBERS.

IT'S ALWAYS HELPFUL ABOUT THE  
4300 DOG LICENSES THAT 200  
ANIMALS THAT WERE TAKEN CARE.

I THINK COUNCILOR SIDDIQUI HAD A  
FOLLOWUP QUESTION.

>> I JUST WANTED TO COMMENT THAT  
I THINK THE LOW COST ANIMAL CARE  
IS REALLY IMPORTANT.

I KNOW YOU'VE DONE THE BABIES  
CLINIC.

A FEW YEARS AGO, YOU DID A LOW  
COST SPAY AND NEUTER CLINIC FOR  
CATS, FOR LOW-INCOME RESIDENTS.

IF YOU EVER AGREE TO DO THAT  
AGAIN, PLEASE LET ME KNOW.

AS YOU KNOW, I'M OBSESSED WITH  
CATS.

LITERALLY, THERE'S A CAT IN THE  
TREE.  
IT'S A STORY.  
I WAS REALLY UPSET.  
YOU RESPOND RIGHT AWAY AND SAID  
WE CAN'T SEND THE FIRE  
DEPARTMENT.  
THERE'S A REASON.  
THANK YOU FOR BEING SO  
RESPONSIVE AND HUMORING ME, SO I  
APPRECIATE IT.  
>> YOU'RE WELCOME.  
>> Chair: VICE MAYOR McGOVERN.  
>> I WANT TO THANK YOU, TOO.  
I CALL YOU GUYS.  
YOU WERE REALLY HELPFUL WHEN MY  
DOG ESCAPED.  
SO YOU DO GREAT WORK.  
YOU GUYS ARE ALWAYS VISIBLE.  
I STOPPED IN YOUR OFFICE TWO  
WEEKS AGO.  
IT TOOK ME TWO WEEKS TO LOSE MY  
DOG'S 25 DOG LICENSES YOU SENT  
ME AND I HAD TO GET A NEW ONE.  
THERE WAS ONE PERSON IN THE  
OFFICE BECAUSE YOU WERE ALL OUT  
DOING WHAT YOU DO, MAKING SURE  
OUR ANIMALS ARE SAFE.  
SO THANK YOU VERY MUCH.  
>> THANK YOU.  
>> Chair: MAKE SURE OUR PEOPLE  
ARE SAFE FROM ANIMALS AND  
ANIMALS ARE SAFE FROM PEOPLE,  
AND SOMETIMES THERE'S QUITE  
IMPORTANT WORK BEING DONE WHEN  
THERE IS AN ANIMAL OUT OF  
CONTROL.  
THERE HAVE BEEN FOLKS IN THE  
CITY THAT ARE SUBJECT TO THAT.  
WE GET REPORTS.  
WE WERE INTERFACING WITH SOMEONE  
WITH A DOG WHO KNOCKED THEM OVER  
AND YOU WENT OUT AND  
INVESTIGATED.  
THAT THANK YOU SO MUCH FOR THE  
WORK.  
HERALDED AND OFTEN UNSUNG, AND

NOW WE HAVE THIS CHANCE TO LET  
US KNOW WHEN IT IS.  
THERE'S A REPORT THAT WILL BE  
EVENTUALLY ATTACHED TO THE  
COMMITTEE HEARING NOTES.  
WITH THAT.  
UNLESS YOU HAVE SOMETHING ELSE  
TO ADD OR YOUR TEAM WANTS TO  
TELL US ABOUT THE MOST EXCITING  
RESCUE THEY EVER DID.  
VICE MAYOR McGOVERN MOVES THAT  
WE MOVE THE ANIMAL COMMISSION  
BUDGET TO THE FULL CITY COUNCIL.  
\$477,000 TO THE FULL CITY  
COUNCIL WITH A FAVORABLE  
RECOMMENDATION.  
DISCUSSION HAVING OCCURRED.  
ROLL CALL.  
>> Clerk: COUNCILOR AZEEM.  
ABSENT.  
VICE MAYOR McGOVERN.  
YES.  
COUNCILOR NOLAN.  
YES.  
COUNCILOR SIDDIQUI.  
YES.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
YES.  
COUNCILOR WILSON.  
ABSENT.  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS.  
ABSENT.  
YOU HAVE SIX MEMBERS RECORDED IN  
THE AFFIRMATIVE WITH THREE  
RECORDED AS ABSENT.  
>> Chair: THANK YOU.  
WE HAVE NEXT UP, THE COMMUNITY  
SAFETY DEPARTMENT, WHICH IS ON  
THE BUDGET BOOK V-52.  
FOR ALL OF US, WE DID HEAR -- WE  
HAD SOME DISCUSSION ON COMMUNITY  
SAFETY IN THE LAST COUPLE OF  
WEEKS.

THIS IS ONE OF OUR NEWEST.  
IS IT THE NEWEST DEPARTMENT?  
IT'S BEEN DEVELOPED WITH A  
BUDGET OF OVER 15 FTEs AND \$2.6  
MILLION BUDGET.  
I WILL SAY WE HAVE YET ANOTHER  
DIRECTOR, WHO HAS BEEN IN PLACE  
JUST FOR A COUPLE OF WEEKS,  
RIGHT?  
OH, DAY FOUR.  
DAYS.  
AND YET HAS ALREADY DONE STELLAR  
WORK, WORKING WITH THE  
DEPARTMENT AND DEVELOPING IT.  
SO WE HAVE A NUMBER OF QUESTIONS  
FOR THE COMMUNITY SAFETY  
DEPARTMENT, AND WE CAN START  
WITH COUNCILOR SOBRINHO-WHEELER.  
>> Councilor Sobrinho-Wheeler:  
THANK YOU, CHAIR.  
THROUGH YOU, THANKS FOR COMING  
HERE.  
I REALIZE YOU WERE HERE JUST A  
LITTLE BIT AGO.  
>> Chair: ONE SEC.  
DID YOU WANT TO INTRODUCE YOUR  
TEAM WHO WAS HERE OR STAND UP,  
OR NO?  
ARE THERE OTHER PEOPLE FROM THE  
SAFETY DEPARTMENT?  
>> YES.  
HI, EVERYONE.  
THROUGH YOU, MADAM CHAIR, MY  
NAME IS MARIE MATTHEW.  
I'M THE INTERIM DIRECTOR OF THE  
COMMUNITY SAFETY DEPARTMENT.  
AND BESIDE ME, I HAVE ANDREW  
LOVELY, WHO IS THE ASSISTANT  
DIRECTOR OF THE ADMINISTRATION  
AND OPERATIONS.  
AND IN THE CHAMBER, WE HAVE OF  
COMMUNITY PARTNERSHIPS AND  
ENGAGEMENT.  
ALSO, VANESSA WHO IS OUR  
ADMINISTRATIVE OF COORDINATOR.  
THE REST OF THE TEAM IS NOT ABLE  
TO BE HERE BECAUSE THEY ARE

CURRENTLY OUT ON CALLS.  
I JUST WANTED TO START WITH SOME  
OPENING REMARKS.

>> Chair: OK.

>> THROUGH YOU, MADAM CHAIR.  
I SIT BEFORE THE BUDGET  
COMMITTEE TODAY HUMBLING WITH  
JUST FOUR DAYS ON THE JOB, AS  
INTERIM DIRECTOR OF THE  
COMMUNITY SAFETY DEPARTMENT.  
AS I TRANSITION INTO THIS ROLE  
IN A YOUNG, LEARNING,  
DEVELOPING, AND EVOLVING  
DEPARTMENT, IT'S CAUSING ME TO  
REFLECT ON MY YOUNGER DAYS AND  
HOW I GOT HERE.

THE CITY OF CAMBRIDGE HAS  
SOMEHOW ALWAYS BEEN A PART OF MY  
LIFE FOR MANY OF MY BIG LIFE  
TRANSITIONS, AND I EXPERIENCED  
MANY FIRSTS HERE IN CAMBRIDGE.  
FROM BEING THE YOUNG IMMIGRANT  
CHILD FROM HAITI, 56 MAGAZINE  
STREET, TO THE FIRST CHURCH I  
ATTENDED WITH MY MOM WHERE MY  
FAITH JOURNEY BEGAN.

I MOVED TO 700 HURON AVE AS A  
RESULT OF THE BIGGEST TRANSITION  
OF MY YOUNG LIFE, GOING BEING  
FROM AN ONLY CHILD TO A SINGLE  
MOM, TO BEING A TEENAGE SISTER  
TO BABE BROTHER.

THE AGASSI BALDWIN SCHOOL WAS MY  
FIRST MIDDLE SCHOOL.

SHOUT OUT TO ALL MY PILOT  
PEOPLE.

CAMBRIDGE HAS EVEN BEEN HOME TO  
SOME OF MY PROFESSIONAL FIRSTS.  
OVER THE COURSE OF MY TWO-DECADE  
LONG CAREER AS A CLINICAL SOCIAL  
WORKER, I WAS THE FIRST CLINICAL  
SOCIAL WORKER HIRED TO CREATE  
THE FIRST MENTAL HEALTH COURT  
OUT OF THE CAMBRIDGE DISTRICT  
COURT ALONGSIDE THE ONE AND ONLY  
RETIRED JUDGE, RETIRED  
ASSISTANCE CHIEF PROBATION

OFFICER RONNIE LANE, FA  
McWATERS, DEPUTY SUPERINTENDENT,  
MIKE McDEROS AND SERGEANT MATT.  
I BECAME THE FIRST COMMISSIONER  
OF PUBLIC HEALTH ACAMBRIDGE  
LIBRARY.

AND THE GOOD TROUBLE MAKER STAND  
UP THE FIRST ALTERNATIVE  
RESPONSE PROGRAM BEING  
DISPATCHED AS UNARMED FIRST  
RESPONDERS TO 911 CRISIS CALLS,  
RELATED TO MENTAL HEALTH AND  
QUALITY OF LIFE CHALLENGES.  
THE CALLS THAT WE GET TO IF BY  
OUR CITY'S MEDICAL DIRECTOR,  
Dr. WILLIAM PICARRO.

THIS CITY HAS SOMEHOW ALWAYS  
MANAGED TO SHOW UP IN MY LIFE  
DURING THE MOST CONFUSING AND  
TRANSFORMATIONAL TRANSITIONS.  
NOW I GET EVERY LINE-ITEM  
REQUESTED IN THIS YEAR'S BUDGET  
ALLOWS US EITHER DIRECTLY  
SUPPORT A COMMUNITY MEMBER IN  
TRANSITION OR TO SUPPORT THE  
PEOPLE WHO ARE SHOWING UP TO  
SUPPORT THE COMMUNITY MEMBERS,  
WHO ARE FACING LIFE'S MOST  
CHALLENGING TRANSITIONS.  
EVEN IF CARE IS ABLE TO HELP ONE  
COMMUNITY MEMBER, IT WOULD BE  
WORTH IT.

BUT THANKFULLY, OUR IMPACT HAS  
BEEN MUCH GREATER.  
WHETHER IT'S HELPING THE PERSON  
WHO HAS BEEN SOBER FOR TWO YEARS  
FIND A TREATMENT PROGRAM AFTER  
RELAPSING THE NIGHT BEFORE, OR  
THE THREE-YEAR OUTSIDE SLEEPER,  
BEING OPENED TO CELL PHONE AND  
COMMUNICATE WITH CONCERNED  
FAMILY MEMBERS, OR CONSULTING  
WITH FOUR CITY EMPLOYEES THROUGH  
THE EMPLOYEE SUPPORT LINE, OR  
THE SINGLE MOTHER OF FIVE WHO WE  
HELP IDENTIFY NATURAL SUPPORTS  
SO SHE CAN FINALLY GET MENTAL

HEALTH TREATMENT SHE SO  
DESPERATELY NEEDS OR PRESERVES.  
OR PICKING UP SIX USED HEROIN  
NEEDLES OR DISTRIBUTING SEVEN  
PERSONAL KITS OR PONDING TO  
EIGHT 911 CALLS A DAY, OR  
PROVIDING CONNECTIONS TO THE  
LONELY ADULT WHO CALLS 911 NINE  
TIMES A DAY BECAUSE IT'S THE  
ONLY NUMBER WHERE SHE'S  
GUARANTEED SOMEONE WILL ALWAYS  
ANSWER HER CALL.  
IT WOULD ALL STILL BE WORTH IT.  
WE WERE ASKED LAST WEEK AT OUR  
CITY COUNCIL UPDATE HOW WE HAVE  
BEEN ABLE TO CLEAR 99% OF OUR  
CALLS WITHOUT NEEDING TO CALL  
THE POLICE.  
WHEN I ANSWERED, I SAID IT'S  
BECAUSE OUR TEAM SPENT MONTHS IN  
TRAINING PREPARING TO GO OUT ON  
CALLS.  
WHAT I DIDN'T MENTION IS WHAT  
THAT TRAINING LOOKED LIKE.  
WE LEARNED THINGS FROM EVERY  
DEPARTMENT.  
EVERY SINGLE DEPARTMENT IN THIS  
CITY TRAINED US.  
THEY GOT US READY TO GO OUT ON  
THESE 911 CALLS.  
THE REASON THAT WE HAVEN'T HAD  
TO CALL CPD FOR SAFETY CONCERNS  
IS BECAUSE CPD TAUGHT US ALL WE  
KNOW ABOUT THE SO WE CAN GO ON  
AND ASSESS FOR SAFETY.  
THE IDEA WAS THAT WE WOULD NOT  
NEED TO CALL THEM, BUT THAT IF  
WE DID, THEY WOULD ALWAYS BE  
THERE.  
LEARNING WHEN WE CAN MOVE  
FORWARD, MOVE BACK, OR CALL FOR  
BACKUP.  
SHOUT OUT TO MIKE ALPERT AND  
MATT MAHONEY.  
THAT TRAINING WAS DEFINITELY ONE  
OF MY FAVORITES.  
NANCY TAUBER AND ANDREW FROM THE



FINER CAMBRIDGE TEAM TAUGHT US  
ALL WE NEEDED TO KNOW ABOUT THE  
AVAILABLE RESOURCES IN THE CITY.  
KRISTA ROSA FROM THE LANGUAGE  
JUSTICE TEAM TAUGHT US HOW TO  
USE LANGUAGE LINE AND USE PLAIN  
LANGUAGE SO WE WERE NOT HINDERED  
BY NOT SHARING THE SAME LANGUAGE  
AS A COMMUNITY MEMBER.

MARIA MELLOW, RYAN McCLUSKEY  
TRAINED US ON ALL THINGS  
HOUSING.

SEEK QUALITY CITIZENS TO GET  
THEM ONE STEP CLOSER TO THE  
HOUSING.

EEC TAUGHT US HOW TO SPEAK ON  
THE RADIO AND COMMUNE WITH  
DISPATCHERS.

FIRE TAUGHT US HOW TO SAFELY  
PICK UP AND DISCARD NEEDLES.  
THOSE WERE SOME OF THE CITY  
DEPARTMENT FIELDS IN LEARNING  
AND DEVELOPMENT.

WE LEARNED FROM NONCITY  
DEPARTMENT AGENCIES AS WELL.

FROM FIRST STEP RIGHT A-- RIDE  
ALONGS, CPR TRAINING, FIRST AID,  
NARCAN, MENTAL HEALTH FIRST AID.  
SO GONE ARE THE DAYS WHERE WE DO  
THINGS JUST BECAUSE THIS IS HOW  
IT'S ALWAYS BEEN DONE.

THE SHEER EXISTENCE OF THIS  
DEPARTMENT IS PROOF OF THAT.  
GONE ARE THE DAYS WHEN WE WORK  
IN SILOS.

OUR TRAINING IS PROOF OF THAT.  
THE PROOF OF ALL THE HARD WORK  
THAT'S BEEN DONE BY NOT JUST  
CSD, BUT ALL OF OUR COMMUNITY  
AND CITY PARTNERS IS IN THE 150  
CALLS WE RESPONDED TO IN THE  
MONTH OF MARCH.

COMPARED TO THE 208 CALLS WE  
RESPONDED TO FROM LAUNCH ON JULY  
17th TO DECEMBER OF 2024.  
FROM WHERE I SIT, FOR A PROGRAM  
THAT IS JUST A LITTLE MORE THAN

NINE MONTHS OLD, WE HAVE DONE  
PRETTY WELL.

DO WE HAVE MORE WORK TO DO?  
ABSOLUTELY.

DO WE HAVE THE CONTINUED SUPPORT  
OF ALL OF OUR PUBLIC SAFETY  
COLLEAGUES?

I THINK THE ANSWER TO THIS  
QUESTION WHY IS PRETTY CLEAR  
WITH EVIDENCE OF ALL THE MEMBERS  
IN CHAMBER RIGHT NOW.

WE WELCOME YOUR QUESTIONS.

>> Chair: THAT WAS REALLY  
HELPFUL AND ESPECIALLY AS THE  
NEWEST CITY DEPARTMENT, REALLY  
IMPORTANT FOR THE CONTEXT.

THANK YOU SO MUCH FOR PUTTING  
THE TIME INTO DOING THAT AND  
STEPPING INTO THIS ROLE.

COUNCILOR SOBRINHO-WHEELER?

>> Councilor Sobrinho-Wheeler:  
THANK YOU FOR THAT BACKGROUND.  
COULD YOU REMINDS HOW, WHAT  
PORTION OF THE TIME THE  
COMMUNITY SAFETY DEPARTMENT TEAM  
IS OUT THERE RIGHT NOW?  
AND THE QUESTION PART IS, WE  
WOULD LOVE TO SEE -- I THINK ALL  
OF US WOULD LOVE IT SEE THE CARE  
TEAM GET TO SEVEN DAYS A WEEK,  
24-7.

CAN YOU TALK ABOUT WHAT THAT  
WILL TAKE IN BOTH PLANNING AND  
RESOURCES?

>> THROUGH YOU, MADAM CHAIR.  
THANK YOU FOR THAT QUESTION.  
WE HAVE THE SAME ASPIRATIONS AS  
WELL.

OUR HOPE IS TO BE ABLE TO  
PROVIDE SERVICES 24 HOURS A DAY,  
7 DAYS A WEEK, JUST LIKE ALL OF  
OUR OTHER PUBLIC SAFETY  
COUNTERPARTS.

THE WORK THAT IT WILL TAKE TO  
GET THERE WILL CERTAINLY BE  
EXPENSIVE.

CURRENTLY, WE'RE AVAILABLE FIVE

DAYS A WEEK AS OF.  
OR MARCH, I SHOULD SAY.  
WE STARTED RESPONDING TO CALLS  
FIVE DAYS A WEEK.  
SO TUESDAY, WEDNESDAYS, AND  
THURSDAYS, WE ARE THERE FROM  
7:00 A.M. TO 7:00 P.M.  
MONDAYS, WE ARE AVAILABLE FROM  
7:00 A.M. TO 4:00 P.M.  
AND THEN ON FRIDAYS, WE'RE  
AVAILABLE FROM 9:00 A.M. TO 5:00  
P.M.  
AND SO OUR HOPE IS THAT THROUGH

OUR EFFORTS TO RECRUIT  
ADDITIONAL STAFF, TO BE BE  
COMFORTABLY STAFFED, WE WILL BE  
ABLE TO BE OPERATING FIVE DAYS A  
WEEK, 7:00 A.M. TO 7:00 P.M.  
SO ONCE WE ARE ABLE TO GET  
THERE, WE WILL DEFINITELY BE  
ASSESSING TO FIGURE OUT WHAT WE  
WOULD NEED IN ORDER TO MOVE OUR  
OPERATIONS FURTHER.  
AT THE MOMENT, OUR GOAL BECAUSE  
WE ARE SO YOUNG, WE ARE REALLY  
JUST LOOKING TO STABILIZE,  
ESPECIALLY AFTER SUCH A HUGE  
TRANSITION IN ELIZABETH SPEAKMAN  
LEAVING OUR DEPARTMENT.  
AND SO RIGHT NOW, OUR GOAL IS TO

STABILIZE, GET IT FIVE DAYS A  
WEEK, BEING AVAILABLE FOR

DISPATCH 12 HOURS A DAY, AND  
THEN FIGURE OUT WHAT WE CAN DO,  
AM IF WHAT GROWTH COULD  
POTENTIALLY LOOK LIKE AND  
HOPEFULLY, BE ABLE TO EVALUATE  
THE WORK WE'RE DOING AS WELL I  
THINK IS A REALLY IMPORTANT  
PIECE THAT WE HAVE NOT YET BEEN  
ABLE TO DO, BUT IS ALSO VERY  
NECESSARY BECAUSE IF YOU ASK ME,  
WE'RE DOING AMAZING WORK, RIGHT?  
BUT IT WOULD BE GREAT IF WE WERE  
ABLE TO GET THAT ANSWER FROM THE  
CITY CITIZENS THAT WE ARE  
SERVING.

AND SO THAT IS LOOKING TO DO IN  
COMING FISCAL YEARS.  
BUT RIGHT NOW, WE'RE JUST REALLY  
LOOKING TO STABILIZE.

>> Councilor Sobrinho-Wheeler:  
THANK YOU FOR THAT RESPONSE.  
THAT'S ALL I HAVE FOR NOW.  
I YIELD BACK.

>> Chair: THANK YOU.  
COUNCILOR WILSON, DID YOU WANT  
TO FOLLOW UP WITH YOUR

QUESTIONS?

>> Councilor Wilson: SURE.

THANK YOU, MADAM CHAIR.

AGAIN, THANK YOU FOR YOUR  
STATEMENT.

I REALLY HONESTLY APPRECIATE  
HAVING YOU, YOUR VOICE, YOUR  
WORK IN THIS ROLE.

THINK JUST TO EXPAND ON THIS, I  
AM CURIOUS THOUGH.

-- I THINK.

TO EXPAND TO SEVEN DAYS A WEEK,  
24 HOURS A DAY, DO YOU SEE THERE  
WOULD BE ENOUGH WORK TO ACTUALLY

-- LIKE ARE YOU ALL -- IS THERE  
A WAY YOU KIND OF LIKE KNOWING  
CALLS ARE COMING IN EVEN THOUGH  
YOU ALL ARE NOT ABLE TO ACTUALLY  
TAKE THEM BECAUSE YOU'RE NOT ON?  
CAN YOU JUST SPEAK TO WHAT THAT  
MECHANISM PLEASE?

>> YES.

I WILL HAVE OUR ASSISTANT  
DIRECTOR OF ADMIN AND OPERATIONS  
RESPOND TO THAT QUESTION.

>> THANK YOU FOR THE QUESTION.

THROUGH YOU, MADAM CHAIR.  
WE ARE REALLY INTENTIONAL WHEN  
WE {USM} CLARKED -- WHEN WE  
LAUNCHED TO THE HIGHEST VOLUME  
OF CALLED.  
>> WELCOME.  
>> THANK YOU.  
WE'RE REALLY INTENTIONAL.  
WE STARTED, AS MARIE SHARED,  
10:00 A.M. TO 7:00 P.M. WERE OUR  
ORIGINAL HOURS.  
WE SLOWLY PUSHED BACK.  
JUST AS WE GREW, WE UNDERSTOOD  
THAT SATURDAYS AND SUNDAYS WE  
HAD THE LOWEST CALL VOLUME, SO  
WE WANTED TO STAY IN THAT  
THRESHOLD.  
WE'RE 9:00 A.M. TO 5:00 P.M. AS  
A START EVENTUALLY WOULD FIND  
ITS WAY FROM 7:00 A.M. TO 7:00  
P.M.  
SO WE KNOW THE CALLS ARE COMING  
IN.  
NOT ON THE SAME BASE AS A MONDAY  
THROUGH FRIDAY BASIS, BUT  
THERE'S A TEAM WE CAN STAFF

LATER IN THE NIGHT OR EARLY IN  
THE MORNING.  
BUT WE JUST WANTED TO, AS MARIE  
SHARED, REALLY BE METHODOICAL AND  
GRADUAL AS WE GREW.  
SO THE WORK IS THERE.  
I THINK WE KNOW THAT MUCH.  
OUR HOPE IS TO CONTINUE TO  
EXPAND IN A VERY GRADUAL MANNER.  
>> Councilor Wilson: THANK YOU.  
SO WITH THE STAFF YOU CURRENTLY  
HAVE, YOU'RE SAYING YOU WOULD BE  
ABLE TO CONSIDER KIND OF WHAT  
THE ROLLOUT OF EXPANSION IN TIME  
WOULD LOOK LIKE.  
OR ARE YOU SAYING AND/OR ARE YOU  
SAYING SHE WOULD ALSO NEED  
ADDITIONAL LIKE SAY FTEs OR  
WHATEVER IT MANAGE THAT FULL  
24-7 KIND OF COVERAGE?  
>> YEAH, SO THROUGH YOU, MADAM  
CHAIR.  
WE WOULD ABSOLUTELY NEED  
ADDITIONAL FDEs.  
THE QUESTION THAT WAS RAISED  
EARLIER, THE PERCENTAGE OF STAFF



ARE OUT ON CALLS RIGHT NOW.  
WE LOOK AT NUMBERS 40 TO 50% OF  
THE THEY ARE OUT ON SHIFT.  
HOWEVER THERE'S A LOT OF  
INTENTIONAL WORK AND FOLLOWUP  
SHALL CASE IN THE AND IT DOESN'T  
BEGIN AND END WITH THE CRISIS  
CALL.  
WE LEAVE THE SCENE AND EVERYBODY  
GOES ON THEIR WAY.  
SO WE RECOGNIZE.  
WE'RE AT CAPACITY RIGHT NOW WITH  
OUR CURRENT HOURS AND OUR  
CURRENT STAFF.  
AND SO WE DEFINITELY WOULD NEED  
STAFF AS WE GROW, EVEN AS WE GO  
INTO THE FIVE DAY A WEEK, 12  
HOUR A DAY STANDPOINT.  
WE RECOGNIZE WE WOULD NEED MORE  
STAFF TO GET THERE.  
THAT'S IN OUR BUDGET.  
THAT'S SOMETHING WE'RE CURRENTLY  
HIRING FOR.  
>> OK.  
IT'S ALREADY CURRENTLY IN YOUR  
BUDGET.

SO HOW MANY WOULD BE ABLE TO  
EXPAND OUT TO?  
ARE YOU CURRENTLY ACTIVELY -- DO  
YOU ACTIVELY HAVE ARE POSTED  
RIGHT NOW FOR THAT?

>> WE DO.

WE ARE READY TO BE ABLE TO MOVE  
UPON THE HIRE OF TWO NEW  
CLINICIANS WHO WE HAVE ALREADY  
EXTENDED OFFERS TO A FIVE DAY A  
WEEK, 12 HOUR A DAY RESPONSE.  
THE SEVEN HOURS -- EXCUSE ME,  
SEVEN DAYS A WEEK, THAT'S A  
LITTLE MORE AMBITIOUS FOR US.  
RIGHT NOW WE ARE ABOUT TO STAFF  
OR BE STAFFED FOR THAT.

>> Councilor Wilson: THANK YOU.  
I THINK MY FINAL QUESTION IS  
JUST AROUND I THINK WE'LL TALK  
MORE WHEN WE GET TO THE POLICE  
DEPARTMENT.

BUT JUST THINKING ABOUT THE  
RESPONSE AND THOUGHTS AROUND  
WHAT THAT BUDGET KIND OF LOOKS  
LIKE TO SUPPORT THE POLICE AND  
THEIR WORK AROUND A NONEMERGENCY

OR NONVIOLENT CALLS THAT THEY  
ARE RECEIVING.  
SO JUST HOW ARE YOU ALL  
PARTNERING ON SOME OF THOSE  
AREAS SO THAT WE ARE ABLE TO DO  
BIT MORE, OR WORK MORE MANY OR  
FOLKS WHO ARE ALREADY DOING THE  
WORK.  
>> THROUGH YOU, MADAM CHAIR.  
ONE OF THE WONDERFUL THINGS THAT  
WE GET TO DO IS {E67} EVEN IF  
THERE'S A CALL THAT OUR TEAM IS  
NOT ELIGIBLE FOR.  
SO IT {FAULDS} OUTSIDE OF THE  
NORMAL CALL CODES THAT OUR TEAM  
RESPONDS TO.  
WHAT HAPPENS PRETTY FREQUENTLY  
IS THE CAMBRIDGE POLICE  
DEPARTMENT OFFICERS WILL REQUEST  
CARE TO SHOW UP ON SCENE.  
SO THEY WILL GO AHEAD OF US AND  
ASSESS THE SITUATION, AND, YOU  
KNOW, MAKE SURE THAT THERE ARE  
NO SAFETY CONCERNS.  
ONCE THEY ARE ABLE TO DO THAT,  
IF THEY FEEL THAT THE COMMUNITY  
WOULD BENEFIT FROM ANY  
ADDITIONAL SUPPORT, THEY RADIO  
FOR US TO SHOW UP ON SCENE AND  
OUR TEAM DISPATCHED.  
TO THAT TEAM.  
AND TAKE OVER FROM THERE.  
AND THAT IT WORKS OUT PRETTY  
BEAUTIFULLY.  
AND TO BE ON CALLS.  
WE HAD LAST WEEK WAS.  
AND FRIDAY I WASN'T SUPPOSED TO  
BE ON CALL, BUT ONE OF OUR  
RESPONDERS CALLED OUT SICK.  
WHEN YOU'RE A MANAGER, YOU STEP  
IN, RIGHT?  
SO MYSELF AND PATTY, WHO STEPPED  
IN COVER MY ROLE IN THE INTERIM  
BASIS, WHILE I DO THIS INTERIM

DIRECTOR ROLE, WE WENT OUT ON A  
CALL WHERE SOMEONE CALLED 911  
BECAUSE THEY SAW A COMMUNITY  
MEMBER WALKING UNDER THE BRIDGE  
WITH NO CLOTHES ON.  
AND WHAT FOLLOWED FOR ME WAS THE  
MOST POWERFUL AND REAFFIRMING  
SITUATION THAN I COULD EVER HAVE  
BEEN A PART OF.  
NOW MIND YOU AND SO WE ALWAYS  
GET THERE.  
AND SO WE GET THEIR PD IS  
ALREADY ON SCENE.  
AMBULANCE IS ALREADY ON SCENE.  
PATTY HEAD OUT OF OUR CAR.  
WE'RE LIKE ALL RIGHT.  
LET'S FIGURE OUT WHAT'S GOING ON  
HERE.  
SO I USUALLY HANG BACK.  
THAT'S MY PERSONALITY.  
PATTY JUMPS RIGHT IN.  
SHE'S A JUMPER.  
SO SHE APPROACHES EVERYONE WHILE  
I STAND BACK, AND SHE'S ASKING  
QUESTIONS, TRYING TO FIGURE OUT  
WHAT'S GOING ON.  
SO THE COMMUNITY MEMBER WAS  
PRETTY ESCALATED.  
THEY WERE CLEARLY HAVING A TOUGH  
TIME.  
THE POLICE WERE TRYING TO  
CONVINCE HER TO GO TO THE  
HOSPITAL.  
THE EMTs WERE TRYING TO CONVINCE  
HER TO GO TO THE HOSPITAL.  
SHE WAS GOING, I DON'T WANT TO  
GO TO THE HOSPITAL.  
I DON'T WANT TO GO TO THE  
HOSPITAL.  
THE EMTs WERE BEAUTIFULLY TRYING  
TO ASSESS WHAT HER NEEDS WERE.  
DID SHE NEED TO GO TO THE  
HOSPITAL?  
DID SHE NEED TO GO TO THE  
HOSPITAL AGAINST HER WILL?  
WAS SHE ORIENTED?  
THEY WERE ASKING DO YOU KNOW

WHAT DAY IT IS?  
DO YOU KNOW WHAT YEAR IT IS?  
DO YOU KNOW WHO THE PRESIDENT  
IS?  
THEY ARE WERE TRYING TO FIGURE  
OUT WHAT DOES THIS PERSON NEED.  
JUST LIKE US, WHAT DOES THIS  
PERSON NEED IN THIS MOMENT.  
SO SINCE SHE REFUSED TO GO TO  
THE HOSPITAL, WE SAID, WOW.  
IT'S PRETTY COLD TODAY.  
BECAUSE I WAS WEARING A JEAN  
JACKET.  
I SAID YOU SHOULD PUT SOMETHING  
ON.  
SO I TOOK MY JEAN JACKET OFF AND  
PUT IT ON HER.  
THE AMBULANCE WAS LIKE HEY, THE  
EMT ASKED IF SHE WANTED A  
BLANKET.  
SHE WAS LIKE NO, IT'S GETTING  
HOMELESS.  
SHE BLOODLY TOOK MY JEAN JACKET  
AND SHE PUT IT ON HER.  
AND THEN -- GLADLY TOOK MY JEAN  
JACKET AND PUT IT ON HER.  
WES SO WE WENT AND GOT HER  
SOCKS.  
WE WENT AND GOT HER SWEATPANTS.  
WE WENT TO TRY TO GET HER  
EVERYTHING SHE POSSIBLY COULD TO  
PRESERVE HER DIGNITY.  
SO ONCE SHE WAS NOW CLOTHED, SHE  
WAS ABLE TO ACTUALLY HAVE A  
CONVERSATION.  
AND IT SEEMED LIKE THERE WAS A  
SHIFT LIKE SHE CAME TO AND  
REALIZED WHERE SHE WAS IN THE  
SITUATION.  
AND AT THIS POINT, SHE'S  
EMBARRASSED.  
SHE WAS ASHAMED.  
SHE WAS LIKE, I CANNOT BELIEVE  
THIS.  
AND WHAT SHE ENDED UP SHARING  
WITH US IS ONE OF THE NUMBERS  
THAT I SHARED EARLIER, IS THAT

SHE HAD BEEN SOBER FOR TWO YEARS, AND THE NIGHT BEFORE SHE RELAPSED ON THREE BUMPS OF COCAINE.

AND SHE SAID SHE HAD PROMISED HERSELF SHE WOULD NEVER COME BACK HERE THE SHE SAID SHE WAS A CERTIFIED RECOVERY COACH.

AND SO TO FIND HERSELF IN THAT SITUATION, SHE WAS MORTIFIED.

AND SO PD WAS ASKING HER HOW SHE GOT HERE.

SHE WAS ALSO REALLY UPSET BECAUSE SHE SAID THAT, YOU KNOW, SOMEBODY TRIED TO ROB HER.

AND THAT'S WHY WE FOUND HER BAREFOOT WITH NO CLOTHES ON.

SHE SAID SHE TOLD THE PERPETRATORS THAT THEY COULD HAVE EVERYTHING.

SHE LEFT HER SHOES.

SHE TOOK OFF HER PANTS.

SHE TOOK OFF HER SHIRT.

SHE TOOK OFF HER JACKET.

SHE TOOK OFF HER FANNY PACK.

SHE TOOK EVERYTHING OFF AND JUST SAID TAKE IT, AND SHE TOOK OFF RUNNING.

SO THAT IS HOW WE CAME TO FIND HER IN THE SITUATION THAT SHE WAS IN.

AND SO NOW, WE'RE TRYING TO FIGURE OUT OK, NOW WHAT?

SO THE POLICE OFFICERS WHO WERE ON SCENE WERE SO GENTLE WITH HER.

THEY WERE SO KIND TO HER.

SHE WAS LIKE, I JUST NEED IT FIND MY STUFF.

THINK IT WAS OVER THERE IN THAT DIRECTION.

SHE POINTS THIS THE GENERAL DIRECTION.

AND THE POLICE OFFICERS TAKE OFF ON FOOT TO HELP LOOK FOR HER BELONGINGS.

THIS IS POWERFUL WORK Y'ALL.

SO WE END UP FINDING SOME OF HER  
BELONGINGS.

FAST FORWARD.

SHE SIGNS THE PAPERS AND SAYS I  
DON'T WANT TO GO TO THE  
HOSPITAL.

SHE'S REFUSING TRANSPORT.

SO WE WERE ABLE TO CLEAR EMS.

EVENTUALLY, PD IS LIKE ALL  
RIGHT, IT SEEMS LIKE YOU UNDER  
CONTROL.

WE'RE GOING TO TAKE OFF.

SO WE WERE LEFT ON SCENE WITH  
HER.

AND WE JUST TALKED TO HER TO  
FIND OUT, WELL, WHAT DO YOU NEED  
NOW?

SHE'S LIKE WELL, I'M SUPPOSED TO  
BE MEETING WITH MY CASE MANAGER  
AT NOON.

I NEED TO GET HOME.

SO WE SAID OK, WHERE DO YOU  
LIVE?

SHE WAS LIKE I DON'T EVEN LIVE  
HERE IN CAMBRIDGE.

RIGHT ACROSS THE BRIDGE IS  
BRIGHTON WHERE SHE LIVED.

SO HERE WE ARE INTERFACING WITH  
SOMEONE WHO IS JUST WITHIN OUR  
CITY WALLS, BUT THEY DON'T LIVE  
HERE, BUT THEY STILL ARE  
ENTITLED TO THE SAME RESOURCES  
AS ANYBODY ELSE IN THE CITY, IN  
THE CITY WALLS.

SO WE WERE ABLE TO REACH OUT TO  
THE CLINICAL SUPPORT UNIT,  
SOCIAL WORKER.

THEY HAVE A GRANT WHERE THEY CAN  
GET UBER, FREE UBERS ARE USING  
SUBSTANCES, TO WHERE THEY NEED  
TO GET TO.

WE CALLED AN UBER.

SHE GOT IN THE UBER AND SHE WENT  
HOME.

>> Councilor Wilson: THANK YOU.  
THANK YOU SO MUCH.

I THINK AS A FELLOW CLINICIAN, I

FEEL LIKE I SPEAK FOR MY  
COLLEAGUE AS WELL.  
AS SOCIAL WORKERS, WE  
UNDERSTAND THE HUSTLE OF THE  
GAME AND JUST THE HARD WORK THAT  
GOES INTO THIS.  
ULTIMATELY, AS HUMAN BEINGS, WE  
UNDERSTAND JUST HOW THAT  
PERSONAL TOUCH, THAT HUMAN  
CONNECTION, AND SOMETIMES,  
THAT'S ALL IT TAKES IS JUST TO  
COME FROM A PLACE OF EMPATHY AND  
NOT A PLACE OF JUDGMENT AND ALL  
THAT TO HELP AND SUPPORT PEOPLE,  
BUT MEETING THEM WHERE THEY ARE  
AT.  
SO I'M HAPPY AND THANK YOU FOR  
SHARING THAT.  
AGAIN, JUST THANK YOU ALL FOR  
THE WORK THAT YOU'RE DOING.  
AGAIN, YOU ALL ARE LIKE THE  
BABIES TO THE CITY, RIGHT?  
BUT YOU ALL WILL NOT BE BABIES  
FOR LONG.  
YOU ALL ARE CONTINUING TO GROW.  
PLEASE JUST CONTINUE TO SHARE  
HOW WE AS A CITY CAN CONTINUE TO  
HELP YOU IN BEING SUCCESSFUL.  
LIKE ULTIMATELY, THAT'S WHAT YOU  
ALL ARE HERE FOR IS TO HELP AND  
SUPPORT, LIKE YOU SAID, PRESERVE  
THE DIGNITY, RIGHTS AND RESPECTS  
OF INDIVIDUALS IN OUR COMMUNITY  
WHO ARE JUST SUFFERING AND MAYBE  
THEY WILL KNOW OR HAVE THE  
LANGUAGE IT KNOW WHAT THEY ARE  
SUFFERING FROM.  
BUT BEING ABLE TO KIND OF  
OPERATE AND SUPPORT THEM WITH  
KID GLOVES, AS MY MOTHER WOULD  
SAY.  
IT'S JUST AN IMPORTANT PIECE TO  
HAVE THIS WORK AND WHY THIS  
DEPARTMENT WAS EVEN CREATED.  
SO THANK YOU.  
I YIELD.  
>> Chair: THANK YOU, COUNCILOR



WILSON.  
THANK YOU.  
VICE MAYOR McGOVERN.  
>> Vice Mayor McGovern: THANK  
YOU, MADAM CHAIR.  
THROUGH YOU, THANK YOU FOR  
SHARING THAT STORY.  
IF THERE'S ANY PRESS WATCHING, I  
WISH THEY WOULD WRITE ABOUT  
THAT.  
THEY ARE AWAY IN THE CORNER.  
THAT'S FOR YOU, JR.  
YOU KNOW, S WHAT YOU DO.  
AND I KNOW THIS IS A BUDGET  
CONVERSATION, SO I HAVE A COUPLE  
OF BUDGET POINTS.  
BUT IN GENERAL, THE BUDGET.  
IF YOU WEREN'T THERE, LIKE WE  
DON'T KNOW WHAT WOULD HAVE  
HAPPENED, RIGHT?  
BUT BECAUSE OF YOUR ABILITY AND  
YOUR SKILLS IN ABLE TO MAKE A  
CONNECTION AND ALL THE OTHER  
STUFF.  
NOT BEING IN UNIFORM, RIGHT?  
NOT BEING APPEARING.  
I'M NOT SURPRISED THE POLICE  
OFFICERS DID A WONDERFUL JOB IN  
THESE SITUATIONS.  
YOU APPROACH THE WORK  
DIFFERENTLY, LOOK DIFFERENT,  
CONNECT IN A DIFFERENT WAY.  
IF YOU WEREN'T THERE, VERY  
LIKELY THAT SHE WOULD HAVE ENDED  
UP GOING TO THE HOSPITAL.  
AND WHAT'S THE COST FOR  
EMERGENCY ROOM VISIT?  
AN AMBULANCE TRANSPORTATION,  
EMERGENCY ROOM VISIT?  
MAYBE SHE GETS SECTIONED, AND  
NOW SHE'S IN THE EMERGENCY ROOM  
FOR A WEEK UNTIL THEY FIND A BED  
FOR HER SOMEWHERE STUFF.  
YOU TALK ABOUT THIS IN A LOT OF  
CONVERSATIONS ABOUT RISE AND  
EVERYTHING ELSE.  
IT'S ANCILLARY THINGS THAT

SOMETIMES WE DON'T ALWAYS  
CONNECT THOSE DOTS.  
BUT NOT ONLY WERE YOU THE MOST  
IMPORTANTLY ABLE TO PROVIDE HER  
WITH THE SUPPORT THAT SHE NEEDED  
TO HELP HER THROUGH THAT  
EXPERIENCE, BUT IN TERMS OF, YOU  
KNOW, IF WE'RE TALKING MONEY,  
YOU SAVED THE HEALTH ALLIANCE  
AND THE CITY PROBABLY A  
SIGNIFICANT AMOUNT OF MONEY BY  
BEING ABLE TO APPROACH IT THAT  
WAY.

THAT'S REALLY IMPORTANT.  
IN TERMS OF ALL, FIRST OF ALL,  
AGASSI PILOT SOCIAL CLINICAL  
WORKERS.

WE MIGHT BE RELATED.  
I DON'T KNOW.  
WE SEEM TO HAVE A LOT OF  
PARALLELS.

BUT IN TERMS OF THE FIVE DAYS A  
WEEK, IT'S MONDAY THROUGH  
FRIDAY, RIGHT?

SO IS THERE ANY -- IT'S HARD TO  
PREDICT BECAUSE EMERGENCIES CAN  
HAPPEN ANY DAYTIME, RIGHT?

SO IT'S HARD TO PREDICT.  
IS THERE A THOUGHT IF YOU COULD  
ONLY DO FIVE DAYS, IS A SATURDAY  
NIGHT GOING TO BE -- PEOPLE ARE  
OUT.

MAYBE THERE'S MORE GOING ON THAN  
MAYBE A WEDNESDAY NIGHT.

IS THERE THOUGHT MAYBE MONDAY  
THROUGH FRIDAY THE BEST USE OF  
THOSE FIVE DAYS?

WOULD YOU HAVE A DIFFERENT  
SCHEDULE UNTIL WE GET UP TO  
SEVEN DAYS A WEEK?

>> YEAH, THROUGH YOU, MADAM  
MAYOR.

ONE OF THE THINGS THAT ANDY, WHO  
I WILL ALSO LET RESPOND IF HE  
HAS ANY ADDITIONAL REMARKS.  
ONE OF THE THINGS AWE ARE  
CONSISTENTLY DOING IS LOOKING AT

THE ECC CALL DATA.

SO LOOKING AT THE DATA, WE ARE USING THAT INFORMATION IT MAKE DECISIONS ABOUT SCHEDULES AND STAFFING.

AND SO WE WENT FROM RESPONDING THREE DAYS A WEEK.

AND THOSE THREE DAYS, THE REASON WHY WE CHOSE THREE DAYS WAS BECAUSE THOSE WERE THE THREE DAYS THAT HAD THE HIGHEST CALL VOLUME.

WHEN WE EXPANDED TO FOUR DAYS, WE LOOKED AT WHAT ARE THE HOURS, RIGHT?

WHAT ARE THE HOURS WHERE WE'RE RECEIVING THE MOST CALLS?

AND SO EVERY SINGLE TIME WE ADDED MORE HOURS, WE WERE DOING THAT, USING THE ECC CALL DATA TO INFORM WHAT OUR HOURS WOULD BE.

SO THE REASON WHY OUR MONDAY LOOKS DIFFERENT FROM OUR FRIDAY IS BECAUSE OF THAT VERY REASON.

AND SO WE ARE CONSTANTLY LOOKING AT THE DATA, ANALYZING IT, AND THEN MAKING DECISIONS BASED ON THAT.

>> Vice Mayor McGovern: GREAT.

I DON'T HAVE ANYTHING ELSE.

YOU MENTIONED -- I KNOW --

SORRY, MADAM CHAIR.

I KNOW THAT ONE OF THE GOALS OF THIS PROGRAM OR THE DESIGN OF THIS PROGRAM IS THAT YOU DON'T SHOW UP IN UNIFORM.

YOU DON'T SHOW UP IN POLICE CARS AND WHATNOT.

MAYBE YOU SHOULD HAVE SIRENS ON YOUR CARS TRAFFIC AND YOU JUST TURN THEM OFF BEFORE YOU GET THERE.

THE FACT THAT YOU'RE GOING TO GET SITTING IN TRAFFIC WHILE SOMEONE IS IN A CRISIS COULD LITERALLY MEAN WHETHER YOU GET TO THAT PERSON IN TIME.

Mr. MANAGER, MAYBE WE NEED TO  
EQUIP THEM A LITTLE BIT WITH  
THAT.

I HATE TO THINK YOU'RE GOING TO  
SITTING IN ROTARY TRAFFIC TRYING  
TO GET TO A BRIDGE WHERE A WOMAN  
MAY BE JUMPING INTO THE  
CHARLESTON.

THANK YOU.

>> Chair: THANK YOU.

COUNCILOR ZUSY?

OH, WAIT.

SORRY.

COUNCILOR SIDDIQUI WAS NEXT.

SORRY.

>> Councilor Zusy: I CAN YIELD.

>> Councilor Siddiqui: I CAN  
YIELD.

>> Councilor Zusy: CLEARLY,  
YOU'RE EXTRAORDINARY AT YOUR  
WORK, AND I BELIEVE IN THE WORK  
OF THE DEPARTMENT.

I HAVE SOME -- I'M SORRY  
RATIONAL QUESTIONS AFTER YOUR  
INCREDIBLE STORY.

THEY ARE NOT GOING TO BE AS  
INTERESTING.

BUT IN YOUR THE, YOU'RE SPENDING  
\$950,000 FOR ORDER NARROW OWE IN  
YOUR BUDGET, YOU'RE SPENDING  
950,000 FOR ORDINARY  
MAINTENANCE.

WHAT IS THAT FOR?

>> THROUGH YOU, MADAM CHAIR.

THERE'S A NUMBER OF THINGS.

I'LL START WITH TRAINING FOR OUR  
STAFF, WHICH IS CRITICAL.

FORTUNATELY, OUR TEAM HAS BEEN  
THROUGH HUNDREDS OF HOURS OF  
TRAINING, BUT WE'RE GROWING.

SO THAT'S ONE ITEM.

SECONDLY, I THINK MOST OF THE  
COUNCILORS KNOW WE HAVE BEEN  
SUPPORTING VIOLENCE A-- EFFORTS  
FOR ORGANIZATIONS.

SO THAT FINDS ITS WAY IN AS  
WELL.

WE NEED TO OPERATE.  
SO GENERAL OFFICE SUPPLIES,  
COMMUNITY SUPPLIES, PPE, THAT  
FINDS ITS WAY IN.  
AND JUST AGAIN, AS A FUNCTIONING  
DEPARTMENT, TECHNOLOGY, CASE  
MANAGEMENT SYSTEMS, THE LIKE.  
SO I WOULD SAY THAT KIND OF  
ENCAPSULATES THAT NUMBER.  
AND, YOU KNOW, WE'RE CONTINUING  
TO BE AS AS WE CAN WITH THE  
CAPITAL PROVIDED TO US.  
>> Councilor Zusy: THAT'S A LOT  
OF MONEY.  
THAT'S ALMOST A MILLION DOLLARS.  
>> Chair: I BELIEVE THAT  
INCLUDES SOME CONTRACTS WITH  
OTHER ORGANIZATIONS.  
IS THAT CORRECT?  
LIKE HEARTS IS ONE OF THEM WHO  
GOT SOME, JUST TO BE CLEAR.  
IT'S OTHER COMMUNITY PARTNERS.  
I'M NOT SURE WHO ELSE IS  
INVOLVED.  
I'M NOT SURE IF YOU HEARD PART  
OF THE ANSWER.  
>> Councilor Zusy: I GUESS I  
REMEMBER THAT.  
ALL THESE WEEKS ARE BLURS NOW.  
HOW MUCH OF THAT WENT TO HEART?  
>> SO IT WAS, WE PUT OUT A  
REQUEST FOR PROPOSAL LAST YEAR.  
IT WAS \$600,000 THAT WE HAD TO  
AWARD TO FOUR COMMUNITY  
ORGANIZATIONS, AND WE WERE  
REALLY EXCITED TO SUPPORT THOSE  
FOUR.  
EACH GOT \$150,000.  
>> Councilor Zusy: THAT WAS THE  
NUMBER THAT I THOUGHT I  
REMEMBERED.  
AGAIN, I GREAT WORK.  
BUT WHAT I'M WORRIED ABOUT SEEMS  
LIKE THE POLICE DEPARTMENT IS  
DOING INCREDIBLE WORK ALSO WITH  
THE ALTERNATE RESPONSE WORK, AND  
THEN THERE'S HEART.

IT SEEMS LIKE SOME OF IT IS  
REDUNDANT.

IF YOU WERE ONLY GETTING 350  
CALLS FOR A STAFF OF 15, I KNOW  
YOU'RE GETTING MORE CALLS, BUT  
THAT'S NOT A LOT OF CALLS.  
SO I GUESS WHAT I WOULD -- NOT A  
LOT OF CALLS.

I GUESS WHAT I WOULD REALLY LOVE  
IS FOR THE THREE ORGANIZATIONS  
TO FIGURE OUT WHO IS GOING TO DO  
WHAT, AND WHETHER -- WHETHER  
YOU'RE NOT REDUNDANT.  
YOU'VE GOT TO FIGURE OUT, IT  
SEEMS LIKE THERE ARE REDUNDANT  
SERVICES.

THAT'S WHAT I WOULD LOVE TO SEE  
YOU FIGURE OUT.  
AND I DON'T UNDERSTAND FULLY THE  
ADVANTAGES.

I CAN SEE WHY CARE MIGHT BE  
GREATS YOU'RE NOT IN UNIFORM AND  
YOU'RE -- GREAT BECAUSE YOU'RE  
NOT IN UNIFORM AND YOU'RE  
TRAINED SOCIAL WORKERS.

I CAN SEE WHY THE POLICE WOULD  
BE GREAT BECAUSE THEY HAVE GOT A  
DATABASE AND THEY KNOW THE  
PEOPLE, AND THEY KEEP TRACK OF  
EVERYONE.

SO THAT'S MY WORRY.

AND MAYBE THROUGH YOU, CHAIR  
NOLAN, COMMISSIONER CAN SPEAK TO  
THIS.

I DON'T KNOW HOW MANY PEOPLE IN  
THE POLICE DEPARTMENT ARE PART  
OF THE ALTERNATIVE RESPONSE  
TEAM.

>> Chair: THAT WOULD COME UP  
UNDER THE POLICE DEPARTMENT  
BUDGET, RIGHT?

I THINK THAT'S -- WE COULD TALK  
ABOUT IT TOGETHER.

>> Councilor Zusy: IT'S CRITICAL  
TO UNDERSTANDING THE WHOLE  
PICTURE BECAUSE IT SEEMS LIKE  
THERE'S A LOT OF DUPLICATION TO

SERVICES.

>> I COULD RESPOND TO COUNCILOR  
ZUSY, OR CHAIR NOLAN.

I'M SORRY.

I DISASSOCIATED TO LAST MONDAY.

I'M SORRY.

SO I THINK THAT ONE OF THE  
COMMON MISCONCEPTION THAT THERE  
IS A LOT OF REDUNDANCY WITH ALL  
OF THE EXISTING SERVICES THAT  
EXIST.

SO ONE OF THE THINGS I'D LIKE TO  
POINT OUT IS THAT ONE, THE  
COMMUNITY SAFETY DEPARTMENT HAS  
A VERY SPECIFIC SET OF CALL  
CODES THAT WE ARE APPROVED TO GO  
ON THAT WAS SET UP BY THE CITY'S  
MEDICAL DIRECTOR.

AND SO THE CALLS THAT WE ARE  
GOING ON ARE THE CALLS THAT WE  
HAVE BEEN APPROVED TO GO ON.

SO ANY ADDITIONAL CALLS WE GO  
TO, WHETHER IT IS A REQUEST FOR  
CARE AT THE REQUEST OF THE  
POLICE OR AT THE REQUEST OF FIRE  
ANYONE ELSE IN PUBLIC SAFETY,  
THE REALITY IS THAT THERE IS  
ROOM AND WORK FOR EVERYONE WHO  
ALREADY EXISTS IN THE SYSTEM  
BECAUSE FROM WHAT I KNOW, THE  
CO-RESPONSE PROGRAM THROUGH CPD  
IT IS WILL ONE OFFICER AND ONE  
CLINICIAN.

SO THEY ARE NOT ALWAYS  
AVAILABLE.

SO SOMETIMES WHAT ENDS UP  
HAPPENING IS BECAUSE THE BH1 IS  
WHAT THE UNIT IS CALLED, IS  
UNAVAILABLE.

SO IF SOMEONE NEEDS A CLINICAL  
PERSPECTIVE ON A CALL, AN  
OFFICER OR WHOMEVER, THE  
DISPATCHERS WILL GET ON THE AIR  
AND REQUEST A CLINICIAN.

IS THERE A CLINICIAN AVAILABLE?  
ANYONE.

SO IF WE HEAR THAT, WE

IMMEDIATELY RESPOND AND WE SAY  
YEAH, WE'RE AVAILABLE.  
PUT US IN, COACH AND WE GO.  
IT'S NOT LIKE THE REALITY.  
VH1, IT IS NOT LIKE 17 OR 20  
UNITS, ONE OFFICER AND ONE  
CLINICIAN.  
SO WHERE WE KNOW THAT WE ARE ON.  
WE MAY BE A LITTLE RELAXED  
KNOWING THE SYSTEM MAY NOT NEED  
US AS MUCH.  
WE KNOW WE ARE NOT ON BY PAYING  
SPECIAL ATTENTION TO MAKE SURE  
THAT AT ANY POINT SOMEONE NEEDS  
A CLINICAL PERSPECTIVE, WE ARE  
AVAILABLE AND WE WILL SHOW UP.  
SO SOMETIMES, WE ARE ASKED TO  
SHOW UP.  
SOMETIMES WE HEAR IT.  
OH, THAT SOUNDS LIKE SOMETHING  
WE COULD BE HELPFUL IN, SO WE  
JUST SHOW UP AND WE STAGE.  
IF WE'RE UTILIZED, GREAT.  
IF WE'RE NOT, THAT'S ALSO OK.  
SO THERE'S A VAST DIFFERENCE  
BETWEEN THE CALLS THAT  
CO-RESPONSE GOES ON, AND THE  
CALLS THAT WE GO ON.  
THE DISPATCHERS ARE SCREAMING  
FOR ALL THE SAFETY CONCERNS, ANY  
WEAPONS OR ANYTHING LIKE THAT  
BECAUSE AT THE END OF THE DAY,  
OUR TEAM IS UNARMED.  
I WANT TO GO HOME AT THE END OF  
THE NIGHT TO MY SON.  
SO FOR ME, I'M THANKFUL THAT THE  
DISPATCHERS ARE ERRING ON THE  
SIDE OF CAUTION, AND THAT THEY  
ARE MAKING SURE THAT THERE  
AREN'T ANY ISSUES ON SCENE THAT  
WILL PUT US AT RISK.  
BUT IF PD SHOWS UP FIRST AND  
THEY SAY OK, WE HAVE THAT UNDER  
CONTROL.  
NOW YOU GUYS CAN COME IN.  
IT'S WONDERFUL, RIGHT?  
AND SO MY HOPE IS THAT WE CAN



GET TO THE POINT WHERE WE  
REALIZE THAT THERE'S VALUE IN  
STRENGTH IN THE WORK THAT BOTH  
PARTIES DO BECAUSE THE CALLS  
THAT CO-RESPONSE GOES TO, WE  
WOULD NEVER.  
THE CLINICIAN WEARS A  
BULLETPROOF VEST.  
WE DON'T.  
ALL WE HAVE ON OUR T-SHIRTS,  
RIGHT?  
THE OFFICERS ARE ARMED.  
WE DON'T HAVE WEAPONS, RIGHT?  
SO IT JUST LOOKS VERY DIFFERENT  
THE WAY THAT WE OPERATE THE  
CALLS THAT WE GO ON, AND I THINK  
THAT THERE'S A NEED FOR ALL OF  
THOSE SYSTEMS.  
THE OTHER PIECE OF IT IS THAT  
RIGHT NOW, THE CLINICIAN THAT IS  
IN THE CO-RESPONSE UNIT, THAT  
POSITION IS GRANT FUNDED THROUGH  
THE DEPARTMENT OF MENTAL HEALTH.  
AND SO AT ANY POINT, THIS HE  
COULD LOSE THAT GRANT FUNDING,  
RIGHT?  
SO WHAT HAPPENS THEN?  
WHAT DO WE DO?  
NOW WE HAVE NO CO-RESPONSE,  
RIGHT?  
SO WE, I THINK, THE CONVERSATION  
THAT NEEDS TO CONTINUE IS  
FIGURING OUT IN THE EVENT THAT  
THE DMH FUNDS RUN OUT, BUT NOW  
THE SYSTEM IS USE RESPONSE IN  
THE POLICE DEPARTMENT, WHAT DO  
WE DO?  
HOW DO WE FIGURE OUT HOW TO  
PRESERVE THE GREAT WORK THAT  
CO-RESPONSE DOES, EVEN IF THE  
STATE CAN'T FUND IT?  
SO THAT I THINK IS THE REAL  
CONVERSATION THAT NEEDS TO BE  
HAD, NOT WHETHER OR NOT, YOU  
KNOW, THERE'S REDUNDANCY OR  
WHETHER OR NOT WE'RE SHOWING UP  
ON THE SAME CALLS, WHICH IN OVER

500 CALLS WE'VE RESPONDED TO  
THAT HAPPEN ONLY FIVE TIMES.  
THAT WAS AT THE VERY BEGINNING,  
AS WE WERE LAUNCHING AND GETTING  
THINGS FIGURED OUT.

>> WHERE DO YOU SEE HEARTS IN  
ALL OF THIS?

>> THROUGH YOU, MADAM MAYOR.  
I THINK THAT HEART ALSO HAS A  
WONDERFUL PLACE IN THIS WHOLE  
STORY, RIGHT?

BECAUSE THE REALITY IS THAT  
THERE ARE PEOPLE BECAUSE OF  
WHETHER IT'S THEIR IMMIGRATION  
STATUS LIKE THAT, THEY MAY NEVER  
WANT TO CALL 911.

SO THE BEAUTY OF HEART IS THEY  
ARE NOT MANDATED REPORTERS,  
WHICH OUR TEAM IS.

THEY CAN SHOW UP AND SUPPORT  
COMMUNITY MEMBERS THROUGH A  
SEPARATE PHONE NUMBER WITHOUT  
RISKING, YOU KNOW, THE PEOPLE  
THAT MAY NOT WANT IT SHOW UP  
SHOWING UP.

SO THAT'S HOW I SEE HEART  
PLAYING A ROLE IN THIS WHOLE  
ENTIRE ECOSYSTEM.

>> Councilor Zusy: VERY HELPFUL.  
THANK YOU.

>> Chair: COUNCILOR SIDDIQUI.

>> Councilor Siddiqui: THANK  
YOU.

I THINK MY QUESTIONS WERE  
ANSWERED.

DO YOU MIND JUST CLARIFYING WHO  
DECIDED TO CALL?

>> SO EMERGENCY COMMUNICATIONS  
HAS A MEDICAL DIRECTOR.

HONESTLY, IT IS A SYSTEM AND  
AGAIN, WE ARE COMING INTO THIS  
WORK VARIOUS DIFFERENT TRAINING,  
AND WE HAVE WORKED TO REALLY  
INFILTRATE A SYSTEM THAT HAS  
EXISTED WITH FIRE, EMS, AND  
POLICE FOR A VERY, VERY LONG  
TIME.

HERE WE ARE TRYING TO BE A  
FOURTH PILLAR OF EMERGENCY  
RESPONSE.

ALL OF THE ENTITIES THEY JUST  
MENTIONED ARE HIGHLY REGULATED.  
HIGHLY REGULATED.

WE HAVE THE OPPORTUNITY TO  
REALLY OPERATE IN A REAL GREAT  
SPACE BECAUSE THIS IS NEW,  
RIGHT.

THERE REALLY ISN'T A BLUEPRINT.  
SO THEY REALLY HAVE A LOT OF  
FREEDOM AND LATITUDE TO DO  
WHATEVER MAKES SENSE.

HOWEVER, THAT'S NOT THE CASE  
WITH EVERYONE ELSE.

SO WHAT ENDED UP HAPPENING, WHEN  
EVERYONE WAS TRYING TO FIGURE  
OUT WHAT TO DO, WHAT WOULD GO  
ON, WHAT WE WOULD BE ELIGIBLE  
FOR.

ONE OF THE THINGS THAT THE  
MEDICAL DIRECTOR BASICALLY SAID  
TO US, YOU KNOW, HE WAS LIKE OK.  
IT WAS A NEGOTIATION, RIGHT?  
FIGURING OUT WHAT KIND OF CALLS  
COULD THIS GO OUT ON.

BUT WHAT WE HAVEN'T FIGURED OUT  
YET IS WHO THE TEAM WOULD BE  
STAFFED WITH.

AND SO ONE OF THE THINGS THAT HE  
MENTIONED IS THAT OK, FINE.

YOU'LL BE GOING OUT ON THESE  
MENTAL HEALTH CALLS, AND YOU'LL  
BE ALSO DEALING WITH QUALITY OF  
LIFE ISSUES.

OK.

HE SAID HE WOULD NOT FEEL  
COMFORTABLE WITH THIS TEAM GOING  
OUT ON THOSE KIND OF CALLS  
WITHOUT LICENSED CLINICIANS ON  
THE TEAM.

SO THAT WASN'T OUR INITIAL  
VISION FOR WHAT THIS WORK WOULD  
LOOK LIKE.

SO WE IMMEDIATELY HAD TO SHIFT  
BASED ON THAT INFORMATION.

AND SO NOW A DEPARTMENT THAT WE WERE HOPING COULD POSSIBLY BE SERVED BY FOLKS WITH LIVED EXPERIENCE.

NOW WE'RE BEING TOLD WE NEED TO HAVE LICENSED CLINICIANS ON THE TEAM, ON EVERY CALL IN ORDER FOR US TO BE ABLE TO GO OUT ON THOSE CALLS.

SO IN ORDER FOR US TO BE ABLE TO GET THE YES AND THE OK, TO GO OUT ON THE I THINK IT'S ABOUT TEN CALL CODES THAT WE ARE APPROVED TO GO OUT ON, WE HAD TO HAVE LICENSE CLINICIANS BECAUSE THAT'S WHAT MADE THE MOST SENSE BASED ON THE KINDS OF CALLS WE WERE RESPONDING TO.

>> Councilor Siddiqui: THANK YOU.

THROUGH YOU, THE GOAL RIGHT NOW THROUGH PERFORMANCE MEASURES IS TO INCREASE THE NUMBER OF REFERRALS OF POLICE, EMS AND OTHER SERVICES.

THE GOAL TARGET -- AS FAR AS THE CALL CODES, WHAT'S THE GOAL? IS THEIR GOAL TO INCREASE THES WELL?

>> THROUGH YOU, MADAM CHAIR. AGAIN, I THINK THAT BECAUSE OF OUR NEWNESS, THEY WILL CERTAINLY BE LOTS OF ITERATIONS OF WHAT OUR WORK LOOKS LIKE.

SO I CAN CERTAINLY SEE THERE BEING OPPORTUNITIES FOR US TO INCREASE THE TYPES OF CALL CODES THAT WE GO OUT ON.

BUT AGAIN, THAT'S GOING IT HAVE TO BE A NEGOTIATION.

AND SO WHEN WE THINK ABOUT THAT CURRENTLY WITH THE CALL CODES THAT WE ARE GOING OUT ON, WE'RE ONLY GOING OUT ON ABOUT 2% OF THE LIKE TOTAL 911 CALLS THAT ECC RECEIVES.

AND SO YEAH, OF COURSE.

GROWTH IS GREAT.  
BUT I THINK THAT GROWTH CAN LOOK  
VERY -- CAN LOOK VERY DIFFERENT,  
DEPENDING ON WHAT DIRECTION WE  
DECIDE TO GO IN.  
WILLING TO LOOK AT THE DATA,  
LOOK AT WHAT'S GOING ON, WHAT  
INFORMATION WE'RE GETTING, AND  
THEN NEGOTIATE SOMETHING THAT  
WOULD MAKE SENSE FOR EVERYONE  
INVOLVED IN THE PUBLIC SAFETY  
APPARATUS.  
>> IF I COULD JUST ADD THROUGH  
YOU, CHAIR NOLAN.  
I THINK THIS QUESTION OF  
EXPANSION, THAT'S A BIT OF SOME  
OF THE DISCUSSIONS THAT WE HAVE  
HAD WITH COMMUNITY SAFETY, THAT  
THERE'S BOTH THE DIRECTION OF  
EXPANDING INTO HOURS OF COVERAGE  
THAT WE'RE NOT CURRENTLY  
COVERING.  
SO THAT WOULD BE EVENINGS.  
WEEKENDS, WITHIN EXISTING CALL  
CODE.  
BUT THEN THERE'S ANOTHER  
INTERACTION WHICH IS EXPANDING  
AMOUNT OF CALL CODES THAT WE  
WOULD BE SENDING OUR COMMUNITY  
SAFETY TEAM ON.  
OBVIOUSLY, THERE'S A NEED FOR  
MORE STAFFING IN BOTH  
DIRECTIONS.  
S YOU MOVE.  
SOME OF IT BECOMES' BIT OF A  
QUESTION IN TERMS OF APPROVAL  
FOR CALL CODES IF THAT'S THE  
DIRECTION WE WANT TO GO IN.  
THERE'S A LOT MORE OPERATIONAL  
COMPLEXITY WHEN YOU THINK ABOUT  
COVERAGE FOR EVENINGS, WEEKENDS,  
YOU KNOW.  
I THINK THERE'S A BUNCH OF OTHER  
OPERATIONAL CONSIDERATIONS.  
AND SO THESE ARE ALL THINGS THAT  
WE'RE GOING TO BE PLANNING FOR I  
THINK DURING THIS YEAR JUST TO

BE UP FRONT.  
MOST OF THOSE WILL REQUIRE  
ADDITIONAL STAFFING.  
>> OK.  
THANK YOU.  
>> I YIELD.  
>> Chair: THANKS.  
SO I WANT TO FOLLOW UP ON THAT.  
I UNDERSTAND THERE'S BEEN A  
NEGOTIATION.  
I ALSO THINK THIS DEPARTMENT WAS  
SET UP TO HANDLE WAY MORE CALLS  
THAN IT'S HANDLING.  
SO I WOULD WANT IT TO LOOK AT  
AND THE CALLOUT CODES AND I  
DON'T THINK WE'VE DONE THAT.  
IT WOULD BE GOOD TO DO.  
LOOK AT IT.  
IT HAS LOTS OF AWARDS FIVE OF  
BEST PRACTICES ACROSS THE  
COUNTRY AND SEE WHAT CALLS ROCK  
SENT TO THEIR ALTERNATIVE  
RESPONSE.  
I DO HAVE A QUESTION.  
HAS THE CARE TEAM PRESENTED TO  
EVERY SINGLE ONE OF THE  
EMERGENCY COMMUNICATIONS  
DEPARTMENT STAFF?  
BECAUSE IF I'M ON THAT STAFF AND  
I'VE PUT OUT CALLS TO EXISTING  
DEPARTMENTS AND I DON'T KNOW  
ABOUT A TEAM, THERE'S GOING TO  
BE SOMETHING THAT I WOULD NOT BE  
COMFORTABLE SENDING TO A NEW  
DEPARTMENT.  
SO HAS THE GONE OUT TO EVERY  
SINGLE ONE OF THE DISPATCHERS  
AND ALSO THE POLICE WITHIN THE  
POLICE DEPARTMENT SO THEY ALL  
UNDERSTAND AND HAVE MET WHO YOU  
ARE AND HOW TRAINED YOU ARE?  
>> THROUGH YOU, MAED AMCHAIR.  
THAT WORK IS ONGOING.  
AND IN MARCH AND APRIL, WE SPENT  
JUST ABOUT THREE DAYS A WEEK  
WHERE WE HAD EVERY CPD SERGEANT  
AND LIEUTENANT COME IN TO GET TO

DO MEET AND GREET WITH OUR TEAM.

SO WE KIND OF DECIDED TO START WITH THE LEADERSHIP OF A POLICE DEPARTMENT AND THEN OUR HOPE IS TO CONTINUE CONVERSATIONS AND FIGURE OUT WAYS TO ATTEND THOSE CALLS.

ONE OF THE OTHER THINGS THAT WE DO TO INTEGRATE TO CSD WITHIN THE IS THAT WE DO -- WE OFFER RIDE ALONGS, SO THAT EVERY NEW DISPATCHER THAT IS HIRED INTO NCC DOES A RIDE ALONG WITH THE TEAM.

THEY ARE REALLY GETTING TO KNOW US.

SO WHAT'S BEEN REALLY, REALLY COOL THROUGH THOSE EFFORTS IS THAT WHEN THEY DO THE RIDE ALONG WITH US AND THEY SPEND A LOT OF HOURS WITH US GOING ON CALLS AND GETTING TO SEE WHAT WE DO.

THEY ARE OFFERING UP AND READY TO GO.

THEY ARE DISPATCHING US ON THE RADIO.

WE'RE ALL REALLY FINDING VERY CREATIVE WAYS TO INTRODUCE THE WORK ESPECIALLY BECAUSE EVERYBODY'S OPERATIONS LOOK VERY DIFFERENT, RIGHT?

SO ECC, THEY ARE IN A BUILDING ON THE FOURTH FLOOR, AND THEY DON'T LEAVE THERE, RIGHT?

WHERE CPD FOR EXAMPLE ARE THERE IN STREETS.

FIGURING OUT WHERE WE CAN GET TO KNOW THEM TO GET TO KNOW US AND THEM GET TO KNOW US TO MAKE A SENSE OF THEIR SPECIFIC OPERATIONS.

SO ONE OF THE OTHER THINGS WE DO IS WE SEND OUT A NEWS LETTER HIGHLIGHTING A REALLY GREAT CALL THAT WE WENT ON FOR THE WEEK.

SO ALL OF THE DISPATCHERS

RECEIVED THAT.  
SO IF WE'RE ONES WHO SENT US TO  
THE CALL, THEY GET TO SEE  
BECAUSE FROM THE VANTAGE POINT  
OF ECC DISPATCHERS WE DON'T  
REALLY GET IT FIND OUT WHAT  
HAPPENS ON A POINT.  
USUALLY WE'LL CALL WITH A  
DISPOSITION AND SAY THIS IS THE  
WHAT WE DO IS GIVE THEM A WHOLE  
RUNDOWN OF A CALL SO THEY CAN  
GET TO KNOW AND UNDERSTAND WORK  
WE ARE CAPABLE OF DOING SO THAT  
WAY WHEN THEY ARE TAKING A CALL  
AND THEY ARE DOING THEIR  
ASSESSMENT AND ASKING ALL OF  
THOSE QUESTIONS, THEY CAN MAKE  
THE DECISION ON WHETHER OR NOT  
CARE WOULD BE THE APPROPRIATE  
ENTITY TO SHOW UP TO THIS CALL,  
BASED ON THE FACT THAT THEY HAVE  
READ OUR STORIES.  
THEY KNOW WHAT WE'RE DOING.  
SO THEY CAN MAKE THAT  
CONNECTION.  
AND OK --  
>> RIGHT.  
THEY HAVE TO BE TRAINED BY YOU  
TO WHAT YOU CAN DO.  
IS THAT ON A NEW DISPATCHERS?  
>> THERE YOU, MADAM CHAIR.  
THE NEWS LETTER GOES TO ALL THE  
NEWS LETTERS.  
>> YOU TRAIN THEM.  
YOU MENTIONED NEW RECRUITS COME  
WITH YOU BUT WHAT ABOUT  
EXISTING?  
>> THROUGH YOU, MADAM CHAIR.  
WITH THE EXISTING DISPATCHERS WE  
ACCEPT A LOT OF TIME.  
WE JUST GO THERE IN PERSON.  
THERE ARE TIMES WHEN IT'S  
SCHEDULED AND TIMES WHEN WE'RE  
IN THE AREA AND WE'RE OUT ON A  
CALL.  
WE MAY GO THERE.  
SOMETIMES WHEN WE DO GO THERE,



WE GET DISPATCHED FROM CC TO A  
CALL.  
>> MAYBE WE'LL HEAR ABOUT IT.  
IT SHOULD BE FORMALIZED SO EVERY  
SINGLE DISPATCHER KNOWS.  
EVERY SINGLE CARE TEAM.  
IT SOUNDS LIKE THERE'S MORE WORK  
TO DO.  
AGAIN I WOULD BE VERY INTERESTED  
IN SEEING EVERY CALL THAT GOES  
TO CARE.  
IT MAKES SENSE TO GO TO CARE  
INCLUDING AS ACO-RESPONSE.  
DURHAM USES THEIR CAREY GIVE  
LENT BECAUSE THEY ARE GOING WITH  
A POLICE OFFICER WHO IS TRAINED  
TO OFFER WEAPONS.  
THAT DOESN'T ACCOMPANYING THEM  
NEED TO DO THAT AS WELL.  
OK.  
COUNCILOR ZUSY.  
>> Councilor Zusy: JUST BUILDING  
ON WHAT CHAIR NOLAN WAS SAYING.  
AGAIN, I THINK IT SEEMS LIKE YOU  
HAVE A GREAT PROGRAM, BUT I'M  
WORRIED ABOUT THE NUMBERS  
BECAUSE IF YOU IN THE FIRST NINE  
MONTHS IN FISCAL 25, IF YOU  
SERVED 350 COMMUNITY MEMBERS, IF  
YOU DIVIDE THAT BY A STAFF OF 15  
SHALL EACH STAFF MEMBER OVER  
NINE MONTHS HAS TAKEN CARE OF,  
WHAT, 23 AND 1/3 COMMUNITY  
MEMBERS.  
I DO THINK THE NUMBERS SUGGEST  
UNLESS I'M COMPLETELY CONFUSED  
THAT YOU'RE -- THOUGH YOU'VE GOT  
GREAT CAPACITY AND YOU'RE WELL  
TRAINED AND HAVE EXTRAORDINARY  
EMPATHY, THAT YOU MAY BE  
OVERSTAFFED, RATHER THAN  
UNDERSTAFFED.  
S WHAT THE NUMBERS SUGGEST.  
AGAIN, MAYBE I'M WRONG.  
BUT I REALIZE THAT YOU'RE  
GROWING.  
THIS IS SOMETHING NEW, AND I

AGREE MORE CALLS MAYBE SHOULD BE  
SENT YOUR WAY.

I THINK THAT'S A GOOD IDEA.  
BUT ANYWAY, I THINK THE IDEA OF  
THIS PROGRAM IS GREAT.

I THINK IT IS EXPENSIVE.

>> Chair: IT'S UNDERUTILIZED.  
VICE MAYOR McGOVERN.

>> Vice Mayor McGovern: JUST AN  
THIS BECAUSE WE'VE HEARD THIS A  
NUMBER OF TIMES, AND WE SAID  
THIS JUST TO REMIND PEOPLE.  
I KNOW WE HAVE BEEN TALKING  
ABOUT THIS PROGRAM FOR YEARS.  
I THINK IT WAS THREE YEARS AGO  
THAT THE MAYOR AND I CHAIRED THE  
TASK FORCE THAT CREATES THIS.  
THIS PROGRAM IS NINE MONTHS OLD  
DOING SOMETHING COMPLETELY  
DIFFERENT IN A SYSTEM THAT'S  
BEEN ESTABLISHED FOR HUNDREDS OF  
YEARS IN THE CITY.

SO I DON'T -- I WANT YOU TO GO  
ON MORE CALLS BECAUSE YOU CAN  
HELP MORE PEOPLE, NOT JUST YOU  
HAVE TO JUSTIFY YOUR THE I THINK  
IT'S UNFAIR IT TO SAY YOU'VE  
ONLY GOT THIS MANY CALLS IN THE  
FIRST NINE MONTHS.

YOU'VE GOT THIS MUCH STAFF.  
MAYBE YOU SHOULD CUT.

THIS IS A GROWING PROGRAM THAT  
HAS BEEN VERY SUCCESSFUL IN A  
SHORT AMOUNT OF TIME IN ITS  
EXISTENCE, AND WE NEED TO BE  
SUPPORTING YOU TO GROW AND  
CONTINUE TO DO WHAT YOU DO.  
NOT EVERYTHING CAN BE JUST A  
MATH PROBLEM.

AND SO, YOU KNOW, YES, I WANT  
YOU ON MORE CALLS.

I WANT THE CODES TO GROW AND  
EXPAND.

BUT YOU'RE NINE MONTHS OLD.  
SO LET'S NURTURE AND HELP YOU  
GROW.

THANK YOU.

>> THROUGH YOU, MADAM CHAIR.  
ONE OF THE THINGS THAT I  
REMEMBER YOU SAID DURING THE  
MEETING LAST WEEK, AND THAT  
REALLY STOOD OUT TO ME.  
COUNCILOR, YOU SAID, WE HAVE TO  
GET THIS RIGHT.  
SO I THINK SOMETIMES WITH, YOU  
KNOW, KIND OF A BIT OF ANXIETY,  
WE WANT TO DO IT FAST, RIGHT?  
WE WANT IT TO HAPPEN NOW.  
WE WANT TO BE SEVEN DAYS A WEEK  
YESTERDAY, RIGHT?  
AND THE REALITY IS THAT WE HAVE  
TO GET THIS RIGHT.  
AND SO THE BEAUTY IS, THERE'S NO  
TIMELINE.  
WE GET TO OPERATE IN THIS GREAT  
SPACE AND FIGURE THIS OUT AND DO  
IT RIGHT AND DO IT WELL.  
AND SO BECAUSE OUR GOAL IS TO  
GET IT RIGHT, WE'RE TAKING OUR  
TIME.  
WE'RE BEING INTENTIONAL.  
WE'RE NOT RUSHING THIS BECAUSE  
WHAT IS THE RUSH ARE RIGHT?  
THE SAME WAY WE GO OUT ON CALLS  
AND TAKE OUR TIME WITH COMMUNITY  
MEMBERS.  
THERE ARE TIMES WE CAN BE OUT ON  
A CALL FOR 2 1/2 HOURS.  
SO WHEN IT SEEMS LIKE WE'RE ONLY  
GOING OUT ON FOUR CALLS A DAY,  
THOSE FOUR CALLS COULD ADD UP TO  
THE 12 HOURS OR THE TEN HOURS  
THAT OUR TEAM IS ON FOR THAT  
DAY.  
THAT IS THE THING I REALLY WANT  
TO MAKE CLEAR IS THAT WE'RE  
PRIORITIZING QUALITY OVER  
QUANTITY.  
>> Chair: THANK YOU.  
I DON'T THINK ANYONE IS  
SUGGESTING WE DON'T DO QUALITY.  
I THINK WE ARE SUGGESTING WE  
WANT TO SUPPORT YOU FULLY AND TO  
HAVE YOU BE ABLE TO MAKE USE OF

THESE HIGHLY, HIGHLY TRAINED  
STAFF WHO ARE READY AND EAGER TO  
SERVE THE MOST VULNERABLE  
MEMBERS IN THE COMMUNITY.

SO WE UNDERSTAND.

THAT YES, WE WANT IT TO GO  
RESPONSIBLY, AND YET AS THE  
VICE-MAYOR MENTIONED, IT HAS  
BEEN IN DEVELOPMENT FOR A FEW  
YEARS.

IT TOOK MUCH LONGER TO GET  
LAUNCHED.

THAT'S PART OF THE TENSION.  
WE ALSO KNOW THERE ARE NEEDS IN  
THERE THAT NEED HELPING.

>> I KNOW IT LOOKS LIKE WE'RE  
PROBABLY TRYING TO MOVE ON.  
IF I COULD JUST ADD ONE SMALL  
THING.

I THINK BUILDING ON WE ARE  
GROWING AND LEARNING AND MAKING  
CHANGES, I THINK WE HAVE HAD A  
LOT OF CONVERSATIONS OVER THE  
LAST WEEK ACROSS OUR  
DEPARTMENTS.

JUST TO RECOGNIZE, YOU KNOW, I  
THINK THERE HAVE BEEN GROWING  
PAINS.

IT'S NOT BEEN EASY TO STAND UP A  
COMPLETELY NEW FUNCTION, BUT  
THERE IS JUST TREMENDOUS  
COMMITMENT TO SUPPORT THIS  
DEPARTMENT.

AND I THINK WE'RE MOVING FORWARD  
IN A POSITIVE WAY.

THERE'S BEEN THAT COLLABORATION  
ACROSS COMMUNITY SAFETY, EEC,  
THE POLICE DEPARTMENT, A LOT OF  
DETAILS TO GET WORKED OUT.

THINK THEY WILL CONTINUE TO BE.  
BUT I JUST APPRECIATE THE  
PERSISTENCE IN THE COMMUNITY  
SAFETY DEPARTMENT, THE PASSION,  
THAT I THINK EVERYBODY CAN NOW  
SEE HOW MUCH OF WHY PEOPLE HAD  
COME AND JOINED THIS DEPARTMENT  
TO DO THIS WORK.

AND THEN I REALLY APPRECIATED.  
>> Chair: IT MAKES SENSE BECAUSE  
AGAIN, WE'RE CHANGING THE  
STRUCTURE ARE WE DONE WITH ANY  
OTHER QUESTIONS?  
>> A FAVORABLE RECOMMENDATION?  
>> VICE-MAYOR MOVES.  
>> AGAIN, THANK YOU.  
WE RECOGNIZE THIS IS SOMETIMES A  
CHALLENGING SITUATION.  
YOU PUT YOURSELF IN.  
WE WANT YOU TO DO YOUR BEST AND  
TO GET THAT SERVICE UP.  
BECAUSE WE KNOW THE COMMUNITY  
DESERVES IT.  
YOU ARE ALL TRAINED, EAGER AND  
READY AND YOU HAVE STAFF READY  
TO DO IT.  
UNUTILIZATION DOESN'T MEAN  
YOU'RE SITTING TWIDDLING YOUR  
THUMBS BUT IT MEANS WE CAN USE  
IT EVEN MORE.  
THAT'S THE MESSAGE IT'S NOT  
SUGGESTING ANYTHING ELSE.  
SO WITH THAT DISCUSSION HAVING  
ROLL CALL.  
>> Clerk: COUNCILOR AZEEM.  
SENT.  
VICE MAYOR McGOVERN.  
YES.  
COUNCILOR NOLAN.  
YES COUNCILOR SIDDIQUI.  
YES.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
ABSENT.  
COUNCILOR WILSON.  
YES.  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS.  
ABSENT.  
YOU HAVE SIX MEMBERS RECORDED IN  
THE AFFIRMATIVE WITH THREE  
RECORDED AS ABSENT.  
>> Chair: SO MEMBERS CAN YOU

STAY FOR ANOTHER IT WILL BE 10  
OR 15 MINUTES TO DO ECC AND  
WE'LL ADJOURN FOR THE DAY?  
I THINK, YEAH.  
FIRE AND POLICE I DON'T THINK  
WE'LL GET TO TODAY.  
COUNCILOR SOBRINHO-WHEELER.  
YES.  
COUNCILOR TONER.  
ABSENT.  
COUNCILOR WILSON.  
YES.  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS.  
ABSENT.  
YOU HAVE FIVE MEMBERS RECORDED  
IN THE AFFIRMATIVE WITH FOUR  
RECORD AS ABSENT.  
>> Chair: THANK YOU.  
SO WE'VE ALREADY HEARD SOME  
ABOUT THIS DEPARTMENT SINCE IT'S  
ALL TIED TOGETHER.  
SO MANY OF THE CITY DEPARTMENTS  
ARE, WHETHER IT'S I.T. OR  
COMMUNITY SAFETY.  
BEFORE US NOW IS OUR FINAL  
DEPARTMENT FOR TODAY IS  
EMERGENCY COMMUNICATIONS, WHICH  
IS ON THE BUDGET BOOK THE PAGE V  
OR ROMAN NUMERAL 555.  
THIS IS A BUDGET WITH 64 FTEs  
AND \$8.6 MILLION BUDGET THAT  
WE'RE BEING ASKED TO APPROVE.  
THERE ARE JUST IT HIGHLIGHT AND  
THANK YOU TO THE COMMUNITY  
SAFETY DEPARTMENT THAT HAD  
MEASURABLE GOALS.  
PERFORMANCE MEASURES HERE ARE  
QUITE SPECIFIC AND SMART GOALS,  
WHICH I ALWAYS WANT TO HIGHLIGHT  
AND APPRECIATE.  
SO LET'S START WITH ANY  
QUESTIONS.  
FROM THE BODY ON COMMUNICATIONS.  
COUNCILOR WILSON IF YOU WANT TO  
START US.

YOU HAD A COUPLE OF QUESTIONS.  
>> Councilor Wilson: SURE, THANK YOU.  
I WANT TO APPRECIATE THAT YOU ALL ARE HERE AND THE WORK THAT YOU ALL DO.  
I THINK AS WE HAD JUST SPOKE TO THE CARE TEAM AND JUST HEARDS GET DISPATCHED.  
THAT'S ONE SECTION THAT YOU ALL ARE DOING CAN I JUST ALLOW YOU TO INTRODUCE Y'ALL SELVES.  
>> THANK YOU, MADAM CHAIR.  
I'M CHRISTINA KOVI DIRECTOR OF COMMUNICATIONS AND HERE WITH WALTER HAPPEN AND DIRECTOR OF ASSISTANT OPERATIONS.  
>> AND I AM DEPUTY CHIEF OPERATING OFFICER REBECCA FUENTES SUPERVISE CHRISTINA AND HER TEAM.  
>> FANTASTIC.  
THANK YOU.  
SO I JUST WANT VOICE THAT THIS IS A TEAM OF FULL-TIME 64 INDIVIDUALS WITH THIS BUDGET THAT DOESN'T SEEM LEAK A LOT TO ME.  
SO MAYBE IF YOU COULD BREAK DOWN.  
BECAUSE THIS BUDGET NUMBER SEEMS LOW.  
THERE ARE OTHER DEPARTMENTS THAT HAVE FAR LESS THAN THIS AND ARE SPENDING WAY MORE.  
SO IF YOU DON'T MIND KIND OF RUNNING THROUGH JUST MAYBE HOW MANY OF YOUR STAFF ARE DOING WHAT AS QUICKLY AS YOU CAN, JUST RECOGNIZING THAT WE HAVE -- WE'RE AT THE END OF THE NIGHT.  
>> THANK YOU.  
THROUGH YOU, MADAM CHAIR.  
WE HAVE 64 EMPLOYEES.  
THERE ARE 43 DISPATCHERS THAT DO THE WORK.  
SUPERVISORS AND DISPATCHERS THAT

DO THE WORK OF THE 911 CALLS.  
POLICE DISPATCH FIRE, EMS AND  
COMMUNITY SAFETY.  
SIX ADMIN STAFF AND PERSONNEL  
THAT SUPPORT PUBLIC SAFETY I.T.  
WHICH ARE ALL THE SYSTEMS AND  
APPLICATIONS FOR PUBLIC SAFETY.  
>> Councilor Wilson: WOW, AND  
THOSE FOLKS ESPECIALLY THE CALL  
SENT ARE PEOPLE WORKING 24 HOURS  
A DAY.  
HOW MANY SHIFTS ARE THEY ON?  
AND ARE THERE VARIOUS LANGUAGES  
THAT MAYBE THEY KNOW IN TERMS OF  
STAFF, OR IF THEY NEED TO  
OUTREACH?  
WHAT DOES LIKE?  
>> SO WE OPERATE THREE SHIFTS.  
DAYS, EVENINGS AND MIDNIGHT 24  
HOURS A DAY.  
WE HAVE MINIMUM STAFFING LEVELS  
BASED ON SHIFTS.  
WE DO HAVE A FEW LANGUAGE  
SPECIALTIES WHICH WE'RE EXCITED  
ABOUT.  
AND WE HAVE A IMMEDIATE ACCESS  
ON THE 911 SYSTEM AS WELL AS  
LANGUAGE SERVICES THAT THE CITY  
OFFERS.  
WE DO TRY TO RECRUIT PEOPLE WITH  
LANGUAGES.  
WE PAY AN ACTUAL STIPEND FOR  
FOLKS WHO HAVE A CERTIFICATION  
IN THAT AREA.  
WE TEST THEM IMMEDIATELY AS THEY  
GET IN THE DOOR SO THEY CAN GET  
THAT STIPEND.  
IT'S SOMETHING WE'RE CONSTANTLY  
ALWAYS SEARCHING.  
I DO WANT TO MENTION THAT IT IS  
TOUGH WORK THAT THEY DO.  
IT'S VERY COMPLEX.  
WE'RE GETTING PEOPLE AT THEIR  
WORST POSSIBLE MOMENT.  
OUR DISPATCHERS EXPERIENCE  
TRAUMA FROM THE CALLS, AS  
COMMUNITY SAFETY AL THE THEY ARE



OUT IN THE FIELD AND THEY KIND  
OF GET TO SEE THE OUTCOME.

A LOT OF TIMES WE'RE MOVING ON  
TO THE NEXT CALL AND WE DON'T  
GET TO SEE THAT.

WE DO HAVE A LOT OF SUPPORTS IN  
PLACE TO SUPPORT STAFF WITH  
SOCIAL AND PEER SUPPORT, BUT IT  
IS A TOUGH, COMPLEX ROLE.

>> Councilor Wilson: SO TO THAT  
KIND OF GOES INTO MY QUESTION  
WITH REGARDS TO THE CHALLENGE  
AROUND BURNOUT AND REALLY  
THINKING ABOUT THE HIGH LEVELS  
OF THE WORK, THE CALLS THAT ARE  
COMING IN.

SO HOW HAS THIS IMPACTED MAYBE  
SOME OF THE STAFF?

LEAK IF I THINK ABOUT TURNOVER  
OR SOMETHING LIKE THAT, AND THEN  
OR RESOURCES OUTSIDE OF EPA,  
RIGHT?

WHAT OTHER RESOURCES MIGHT YOU  
ALL BE PROVIDING TO STAFF, WHO  
MAY BE EXPERIENCING SOMETHING  
TRAUMATIC, A CALL THAT COMES  
THROUGH THAT'S SUPER TRAUMATIC?  
AND IF SO, LIKE WHAT ARE YOU  
DOING TO HELP SUPPORT FOLKS IN  
THE MOMENT?

>> THROUGH YOU, MADAM CHAIR.  
WANTED TO TAKE THE TIME TO  
ANSWER THIS BECAUSE THIS IS  
SOMETHING THAT I'M REALLY GLAD  
YOU BROUGHT UP.

WE KNOW THAT DISPATCHING IS SUCH  
A STRESSFUL FIRST RESPONDER ROLE  
THAT CAN REALLY LEAD TO BURNOUT  
AND HEAVY TURNOVER.

IF WE LOOK AT THE INDUSTRY  
NATIONWIDE, PREPANDEMIC, ANNUAL  
TURNOVER RATES WERE ABOUT 20%  
FOR A DISPATCH CENTER.

BEFORE THE PANDEMIC IN  
CAMBRIDGE, TURNOVER RATES WERE  
CLOSE TO 5%.

SO WE HAD EXTRAORDINARY

LONGEVITY.

THE PANDEMIC CHANGED THAT.  
WHEN OTHER PEOPLE WERE HOME,  
DISPATCHERS HAD TO BE IN.  
THEY HAD TO FIND CREATIVE WAYS  
TO SUPPORT SAFETY, AND, YOU  
KNOW, NATIONWIDE DISPATCH  
CENTERS RECEIVE UP TO 50%  
TURNOVER.

IN CAMBRIDGE, WE GOT UP TO 23%  
IN OUR WORST YEAR AFTER THE  
PANDEMIC.

SO?

2023.

SO JUST IMAGINE YOU'RE TRYING TO  
FILL THESE CRITICAL PUBLIC  
SAFETY FUNCTIONS 24-7, HOLIDAYS,  
WEEKENDS, OVERNIGHT.

AND YOU'RE SHORT.

A QUARTER OF YOUR STAFF.

SO WE REACHED A PERIOD WHERE I  
THINK OUR DISPATCHERS WERE  
FACING TREMENDOUS BURNOUT,  
TREMENDOUS OVERTIME BURDEN,  
TREMENDOUS FORCED OVERTIME.

IN THE RECENT EMPLOYMENT CLIMATE  
SURVEY THAT WAS DONE IN THE  
FALL, IF WE LOOK AT THOSE  
RESULTS, YOU CAN SEE THAT PEOPLE  
WERE REALLY SUFFERING IN THE  
EMERGENCY DISPATCH CENTER.

SO STARTING IN JANUARY, WE  
STARTED A MORE INTENSIVE PROCESS  
IN COORDINATION WITH HR, WHERE  
WE REALLY FOCUSED IN ON MORALE  
AND CULTURE IN THE DEPARTMENT.

THAT'S AN ONGOING PROJECT.

IT HAD THREE INITIAL AVENUES.

THE FIRST WAS TO DO CLIMATE  
ASSESSMENT INTERVIEWS WITH  
WANTED TO PARTICIPATE.

SO WE TALKED TO 29 FORMER AND  
CURRENT DISPATCHERS ABOUT  
WORKPLACE CULTURE.

WE ALSO STARTED AN INTENSIVE  
PROCESS OF COACH AND SUPERVISOR  
TRAINING FOR BOTH UNION AND

NONUNION SUPERVISORS.  
AND WE STARTED A REAL HE CLOSE  
PROCESS WITH THE UNION.  
SO MEETING REGULARLY WITH THE  
BUSINESS AGENTS, THE STEWARDS,  
REALLY TRYING TO WORK THROUGH  
ISSUES THAT WERE STRESSFUL TO  
THE TEAM.  
SO TURNOVER IS DEFINITELY A  
CONCERN.  
CHRISTINA AND SERENA CAN TALK  
ABOUT HOW OUR VACANCY RATES HAVE  
IMPROVED.  
BUT IT TAKES YEARS FOR SOMEONE  
TO REALLY BECOME FULLY COMPETENT  
IN ALL ASPECTS OF THE DISPATCHER  
JOBS, SO RETENTION IS SO  
IMPORTANT.  
I THINK OVER THE LONG-TERM, WE  
ARE COMMITTED TO CONTINUING  
REALLY JUST DEEP WORK WITH THE  
WHOLE STAFF AROUND THINGS LIKE  
MENTAL HEALTH SUPPORT, BALANCE,  
HOW THE WORK ENVIRONMENT IS.  
YOU KNOW, I WOULD SAY THIS IS  
ACTUALLY AN INTERESTING SORT OF  
EXAMPLE OF THE STRATEGY TEAM WE  
TALKED ABOUT AN EARLIER BUDGET  
HEARING, IS MAKING' GREAT  
CONTRIBUTION IN THAT THEY ARE  
HELPING US LOOK AT NUMBERS, LOOK  
AT STAFFING.  
ARE WE APPROPRIATELY STAFFED?  
WHAT DO WE NEED TO LOOK AT IN  
TERMS OF TURNOVER.  
AND THEN THE ACTUAL OPERATIONAL  
WORK IS BEING DONE BY THE DEPUTY  
CITY MANAGER'S OFFICE IN  
COORDINATION WITH THE  
DEPARTMENTS.  
>> Councilor Wilson: BEFORE YOU  
GO, I'M CURIOUS WHAT THE  
STARTING SALARY IS FOR AN  
EMPLOYEE.  
DOESN'T BASE -- IS IT BASED ON  
THE RANGE OF SHIFT THEY TAKE  
SOME?

>> THROUGH YOU MADAM CHAIR, THE  
STIPEND FOR THE BILINGUAL IS  
\$500.

THE STARTING SALARY IS ABOUT \$30  
JUST BASE SALARY, BUT THERE'S  
ALL THESE OTHER COMPUTER  
PROFICIENCIES AND STIPEND SO YOU  
COULD MAKE \$4 MORE AN HOUR ONCE  
YOU PASS THE OTHER  
PROFICIENCIES.

THERE'S MEDICAL PREPAREDNESS  
MONEY AND SO FORTH.

SO COMPARED TO OTHER DISPATCH  
CENTERS IN THE REGION, WE'RE  
WELL PAID, HAVE A GOOD CONTRACT,  
GOOD BENEFITS, GOOD HEALTH  
INSURANCE.

SO IT MAKES US ATTRACTIVE, AND  
WE DO RECOGNIZE PEOPLE'S  
DISPATCH EXPERIENCE.

SO MORE RECENTLY POST-COVID, WE  
HAVE ACTUALLY ACQUIRED  
DISPATCHERS FROM OTHER CENTERS,  
WHICH HASN'T HAPPENED IN A VERY  
LONG TIME.

SO WE FELT PRETTY GOOD ABOUT  
THAT.

>> Councilor Wilson: THANK YOU.  
I JUST WANT TO ACKNOWLEDGE THIS  
LEVEL OF WORK IS REALLY HARD.  
I THINK JUST WHAT YOU SAID TO  
PREPANDEMIC LIKE AROUND TURNOVER  
TO WHAT IT LOOKED LIKE  
AFTERWARDS, IT REALLY IS THE  
CULTURE SHIFT, YOU SEE IT IN  
MANY OTHER DEPARTMENTS, TOO, BUT  
I CAN ONLY IMAGINE AS ESSENTIAL  
EMPLOYEES WHAT STAFF WAS FAILING  
ON THE GROUND OR IN THIS TIME.  
SO I JUST WANT TO SAY THANK YOU  
ALL FOR THE WORK AND THANK YOU  
FOR ANSWERING THESE QUESTIONS,  
AND THINKING MORE BROADLY HOW  
YOU BUILT IN THAT CULTURE AND  
COMMUNITY, ESPECIALLY IN THESE  
WHERE YOU'RE KIND OF CATCHING  
PEOPLE AT SOME VERY VULNERABLE

MOMENTS.

SO THANK YOU.

>> Chair: COUNCILOR ZUSY?

>> Councilor Zusy: IT DOES SOUND LIKE IT WOULD BE EXHAUSTING WORK.

SO I GUESS MY QUESTION IS ABOUT I.T.

SHOULD I BE ASKING I.T.

QUESTIONS RELATING TO US?

>> IF IT'S I.T. RELATED TO THIS THE 15 PEOPLE IN THIS DEPARTMENT ARE RELATED BECAUSE THEY COORDINATE ALL THE I.T.

>> Councilor Zusy: RIGHT.

SO 700 USERS, 16 LOCATIONS.

I WAS TRYING TO THINK WHAT WOULD THOSE BE?

WOULD THAT BE AMBULANCE?

FIRE?

POLICE DEPARTMENT?

SCARE?

WHAT WOULD THE OTHER ONES BE.

AND ALSO, IT SAYS 120 SUPPORT TICKETS, 3200 SERVICE TICKETS.

WHAT DOES THAT MEAN?

>> SURE.

THROUGH YOU, MADAM CHAIR.

I HAVE THE QUESTIONS IN FRONT OF ME SO I'M GOING TO READ THEM OFF, THE RESPONSES.

700 USERS.

POLICE, FIRE, ECC, COMMUNITY, SAFETY.

SO THOSE ARE THE DEPARTMENTS THAT WE SUPPORT.

PUBLIC SAFETY, I.T.

AND ADDITIONALLY, WE ALSO MANAGE ALL OF THE CELLULAR DEVICES ACROSS THE CITY AND THE MOTOROLA RADIO SYSTEM ACROSS THE CITY.

SO THE PUT IN THE BUDGET BOOK ARE JUST THE PHYSICAL SITES WHERE PERSONNEL ARE ACTUALLY SITTING.

SO THERE'S 11 FOR FIRE, WHICH IS EIGHT STATIONS, TWO TEMP

STATIONS BECAUSE OF  
CONSTRUCTION.

100 SMITH PLACE IS WHERE THE  
MECHANICS ARE.

THERE'S ONE SITE FOR COMMUNITY  
SAFETY, 689 MASS AVE.

THERE'S FOUR FOR PD, 126th  
STREET, CENTRAL SQUARE, HARVARD,  
THE HERN STATION.

WE ALSO HAVE A SMALL SITE AT THE  
MALL, BUT WE DIDN'T INCLUDE THAT  
IN THE BUDGET.

THIS DOESN'T INCLUDE  
ADDITIONALLY PUBLIC SAFETY I.T.  
SUPPORTS THE MOTOROLA RADIO  
SITES ACROSS THE CITY.

>> Chair: WHAT DOES THAT MEAN,  
THE MOTOROLA RADIO SITES?  
WHO HAS ACCESS TO THOSE?

>> JUST THE PUBLIC SAFETY I.T.  
TEAM HAS ACCESS TO THOSE SITES.  
IN ORDER FOR RADIO TRANSMISSIONS  
TO OCCUR, YOU HAVE TO HAVE  
TRANSMIT SITES.

AND BECAUSE OF THE TOPOGRAPHY OF  
THE CITY OF CAMBRIDGE, WE HAVE  
TO POSITION THOSE SITES SO THAT  
RADIO SITE TRANSMISSIONS ARE  
SUCCESSFUL AND HAVE REDUNDANCY.  
DOES THAT MAKE SENSE?

>> Councilor Zusy: GOT IT, YEAH.

>> TICKETS ARE A CHALLENGE  
BECAUSE WHAT YOU HAVE ARE THE  
DAY IT DAY TICKETS THAT COME  
INTO THE HEALTH DESK.

MY KEYBOARD DOESN'T WORK.

MY MOUSE DOESN'T WORK.

MY PRINTER DOESN'T HAVE TONER.

ADDITIONALLY, ACROSS THE  
DEPARTMENT AND IT'S I.T. AND  
WE'RE IMPLEMENTING DIFFERENT  
SYSTEMS AND THEREFORE, WE HAVE  
PROJECTS.

WHAT WE DO IS PUT THAT UNDER A  
PROJECT MANAGER.

INSTEAD OF TRACKING TICKETS,  
WE'RE ROLLING OUT THE PROJECT.

SO IT'S A COMBINATION OF  
DIFFERENT REQUESTS.  
>> THAT IS A LOT OF REQUESTS.  
THANK YOU.  
>> SO FIRE, POLICE, AND DOES  
THAT INCLUDE THE COMMUNITY  
SAFETY DEPARTMENT AS WELL?  
OK.  
THAT WASN'T MENTIONED.  
>> I APOLOGIZE.  
I DID HAVE COMMUNITY SAFETY  
LISTED.  
>> Chair: I HAD ANOTHER  
QUESTION.  
THE CLINICIAN, THE 911  
CLINICIANS.  
IT LOOKED LIKE THE GOALS WERE TO  
HAVE -- IT WAS REFERRALS TO THE  
911 CLINICIAN.  
IT WAS 2002 YEARS AGO, 50  
PROJECTED AND 100 NEXT YEAR.  
THAT SEEMS LIKE A BIG CHANGE.  
SO I'M JUST CURIOUS TO WHY ARE  
HOW THAT CAN BE EXPLAINED.  
>> THROUGH YOU, MADAM CHAIR.  
>> YOU WANT THE REFERENCE THAT'S  
ON THE PAGE.  
>> YEAH.  
57 IT WAS IN THE QUESTION THAT I  
SENT.  
>> YEAH, THE CLINICIAN PROGRAM  
WAS A NEW PROGRAM ABOUT TWO  
YEARS AGO.  
UNFORTUNATELY, THERE WAS A DEATH  
IN THE PROVIDER WHO WAS WORKING  
AS THE ORIGINAL SOCIAL WORKER  
PASSED AWAY.  
THAT HAPPENED IN SEPTEMBER OF  
THIS PAST YEAR, SO IT'S REALLY  
BEEN A PERIOD OF MOURNING AND  
HEALING FOR THE DEPARTMENT  
BECAUSE THAT WAS A HUGE LOSS.  
WE WE WOULD POST THAT POSITION  
AGAIN.  
BASED ON WHAT WE'VE LEARNED FROM  
WORKING WITH BOTH COMMUNITY,  
SAFETY, AND CONVERSATIONS WITH

THE DISPATCHERS THEMSELVES, THAT WE WILL BE POSTING THAT POSITION AGAIN SOON.

AND THEY WILL HAVE A DUAL ROLE IN SUPPORTING THE COMMUNITY WHO CALLS IN, MANAGING THOSE CASES, AND ALSO SUPPORTING THE DISPATCHERS IN THEIR SORT OF MENTAL HEALTH.

>> Chair: RIGHT.

THAT PROBABLY SPEAKS TO THE STRESS AND THE CHALLENGE OF THIS KIND OF WORK.

THAT IT'S VERY CHALLENGING. ANOTHER QUESTION IS THAT YOU HAD MENTIONED WITH THE CLIMATE SURVEY FOR THE DEPARTMENT THAT THIS HAD BEEN.

SO WHAT WERE THE RESULTS OF THAT?

IT SOUNDS LIKE THERE WERE SOME THINGS IDENTIFIED IN IT THAT NEED TO BE ADDRESSED IN TERMS OF GOING FORWARD.

>> SOME THINGS ARE ONGOING. CONONGOING.

I THINK SO MANY THINGS IN THE CITY WE'RE SORT OF TRYING IT MAKE IMPROVEMENTS AS WE'RE DELIVERING THESE SERVICES. WE'RE SORT OF WORKING IMPROVEMENTS IN VARIOUS WAYS THROUGHOUT THE DEPARTMENT AT ALL TIMES.

THERE ISN'T A FORMAL CLIMATE ASSESSMENT, YOU KNOW, THIS IS EXACTLY WHAT THE RESULT IS. WE'RE STARTING TO PULL TOGETHER KEY THEMES.

I THINK WORK-LIFE BALANCE, MENTAL HEALTH, ENSURING A REALLY COMPASSIONATE MANAGEMENT SYSTEM. ROADWAYS FOR CAREER GROWTH AND PROFESSIONAL DEVELOPMENT. SOME OTHER THINGS TO THE SPECIFIC TO THE WORK ENVIRONMENT AND THE POLICIES AROUND HOW THE



SPACE IS USED.

>> Chair: SOUNDS LIKE THIS IS AN OUTLIER OR NOT AND IT'S GETTING THE EXTRA ATTENTION NEEDS IN ORDER TO ADDRESS SOME OF THE ISSUES RAISED AND YES. THERE YOU, MADAM CHAIR, ABSOLUTELY.

I THINK WE FELT LIKE THIS DEPARTMENT NEEDED EXTRA SUPPORT.

>> Chair: I THINK THE MESSAGE THERE IS WE ARE USING THAT INFORMATION TO HOPEFULLY PROVIDE AND LET FOLKS KNOW THAT WE ARE LISTENING, WE ARE HEARING, AND THAT WE NEED TO ADDRESS AND UNDERSTAND, DIG A LITTLE DEEPER, BUT ALSO UNDERSTAND BECAUSE THAT THEN RELATES TO ALL SORTS OF OTHER MEASURES WE CAN USE, WHETHER IT'S TURNOVER, WHETHER IT'S EFFECTIVENESS.

SO I'M GLAD THAT THAT IS IDENTIFIED, AND IF WE NEED IT KNOW MORE ABOUT THAT, THAT WOULD BE REALLY IMPORTANT.

THE ONLY OTHER QUESTION IS, WE'VE TALKED IT SOME.

WE'VE TALKED TO THE COMMUNITY SAFETY DEPARTMENT, AND WE'LL TALK TO THE POLICE DEPARTMENT NEXT WEEK.

IS THERE A MEASURE OF HOW WELL THE STAFF COORDINATES WITH THOSE DEPARTMENTS?

IT REALLY IS KEY IT BOTH DEPARTMENTS.

THROUGH YOU, MADAM CHAIR.

WHAT WE RECOGNIZE EARLY ON WHEN YOU ENCORPORATE A NEW DEPARTMENT INTO PUBLIC SAFETY THAT WE DID HAVE IT HAVE MEASURES IN ORDER TO EVALUATE HOW WELL THE DEPARTMENT WAS BEING INTEGRATED AND HOW IT WAS BEING USED.

AND ALSO, TO WORK WITH THE DISPATCHERS ON THE REGULAR AGAIN

TO CREATE FAMILIARITY, TO  
DISPATCH A NEW SERVICE THAT  
WASN'T REGULARLY PROVIDED.  
SO WE HAVE A FEW THINGS THAT WE  
DO.  
SO WE DO SOME REAL-TIME  
FEEDBACK.  
WE HAVE A SUPERVISOR ON EVERY  
SHIFT SO THEY GET IMMEDIATE  
REAL-TIME FEEDBACK FROM A  
SUPERVISOR TO CALL AT THE CALL  
AND EVALUATE AT THE MOMENT IF  
IT'S APPROPRIATE FOR CARE OR FOR  
CPD, OR, YOU KNOW, WHO NEEDS TO  
GO TO THAT.  
THE OTHER THING IS THAT WE HAVE,  
YOU KNOW, CONSISTENT  
COMMUNICATION WITH OUR STAFF AND  
COMMUNITY SAFETY RESPONDERS.  
WE GET A CALL OR THEY HEAR A  
CALL, THEY WILL CALL US ON THE  
RADIO AND GET MORE INFORMATION  
ABOUT IT.  
SO THEY ARE IN CONSTANT CONTACT.  
SO MAYBE WHILE -- YOU ALLUDED  
EARLIER ABOUT SEEING THEIR FACES  
AND TALKING TO THEM.  
THAT IS ONGOING.  
THAT IS A CONSTANT THING.  
WHILE WE HAVEN'T HAD THE CHANCE  
TO SEND THEM ON RIDE ALONGS WITH  
THE TEAM, THEY ARE ON CONSTANT  
COMMUNICATION.  
WE ALSO MADE AN EFFORT EARLY ON  
FROM THEIR INCEPTION TO PUT  
INFORMATION OUT TO THE STAFF  
ABOUT AND SEE THEIR FACES ON  
PICTURES AND WHAT THEY ARE  
DOING.  
WE DID SOME RELEASE OF ALTERNATE  
RESPONSE.  
NOT JUST OURS BUT ACROSS THE  
COUNTRY AND WHAT ALTERNATE  
RESPONSE LOOKS LIKE BECAUSE IT'S  
VERY DIFFERENT.  
OF COURSE, OUR CLINICIAN IN OUR  
CENTER REALLY HELPED WITH THAT,

TOO, TO ENTER DEUCE A SOCIAL  
WORKER EARLY ON AND WHAT THAT  
COULD LOOK LIKE IN THE FIELD.  
WE DO SOME END OF SHIFT REPORTS  
SO WE HAVE SHIFTS THAT PRINT OUT  
AND GO BACK AND MAKE SURE ALL  
THE CALLS GOT HANDLED CORRECTLY  
OR DIDN'T.

IF CAN FOLLOW UP WITH THE  
DISPATCHERS SO IN THE FUTURE --  
I DON'T WANT TO CALL THEM A  
MISTAKE BECAUSE IT'S VERY  
COMPLEX, AND WE ALL KNOW NOBODY  
CALLS 911 WHEN THEY ARE HAVING A  
GREAT DAY.

THERE ARE THOSE COMPLEX  
PROBLEMS.

NOBODY WANTS IT TALK 15 MINUTES  
ON PHONE BEFORE THEY GET A  
RESPONDER.

IT'S MAKING THOSE DECISIONS IN A  
MOMENT.

WE DO QUICK CALL ANALYSIS.  
ANDY ALLUDED TO THAT IN DATA  
ANALYSIS.

WE DO DAILY CALL ANALYSIS AS  
WELL TO SEE WHO WENT, WHY THEY  
WENT, WHAT HAPPENED, AND AGAIN  
FOLLOW UP WITH STAFF MEMBERS AS  
THAT'S HAPPENING.

WE DO HAVE BIWEEKLY MEETINGS  
WITH COMMUNITY SAFETY, THE  
POLICE DEPARTMENT AND FIRE  
DEPARTMENT TO MAKE SURE THESE  
SYSTEMS ARE WORKING.

WHEN WE STARTED OUT, IT WASN'T A  
PROGRESS AND SLOW A LITTLE BIT.  
AS WE EDUCATED DISPATCHERS AND  
TALKED TO THEMED THEIR CONCERNS  
ABOUT WE'RE SENDING AN UNARMED  
RESPONSE.

WE ARE CONCERNED ABOUT THAT.  
WE HEARD FROM THEM AND TALKED  
ABOUT HOW THE POLICY CAME ABOUT,  
THE INCEPTION OF THE DEPARTMENT.  
AGAIN, YOU KNOW, HOW WE COULD  
SUPPORT THEM IN THIS NEW FACET

OF PUBLIC SAFETY THAT WE'VE  
NEVER REALLY DONE BEFORE.

>> Chair: THANKS.

OBVIOUSLY, IT'S IMPORTANT  
BECAUSE FOR SOME OF THEM THEY  
REALIZE THE SAFEST THING TO DO  
IS NOT SEND AN ARMED POLICE  
OFFICER BECAUSE IT COULD  
ESCALATE IN A WAY THIS WOULD NOT  
BE HEALTHY.

THAT DOESN'T MEAN THERE ARE  
OTHER TIMES WHEN THE BEST THING  
TO DO IS SEND AN ARMED POLICE  
OFFICER BUT YOU'RE DEALING WITH  
THAT IN TEN SECONDS ON AN  
EMERGENCY CALL.

I DO UNDERSTAND THAT AND  
APPRECIATE IT.

I'M GLAD YOU'RE WORKING ON THAT  
MOVING FORWARD, THAT IT'S  
CRITICALLY IMPORTANT FOR THE  
SUCCESS OF THE DEPARTMENT.

>> I THINK THIS REALLY DOES ALSO  
SHOW HOW MUCH HAPPENS AFTER THE  
COUNCIL SAYS GO DO IT.

BECAUSE I THINK WHAT HAPPENS AND  
I FEEL SOMETIMES JUST SITTING ON  
THIS SIDE OF THE TABLE THE  
COUNCIL IS PROCESSING SOMETHING  
REALLY HEAVY.

VICE MAYOR McGOVERN, YOU TALKED  
ABOUT HAD YOU THIS CONVERSATION  
STARTED A LONG TIME AGO, AND WE  
HAD PEOPLE ON THIS BODY SERVING  
ON A WORKFORCE, THINKING ABOUT  
THIS, DEVELOPING A BUNCH OF  
RECOMMENDATIONS.

THIS PROPOSAL COMES OUT TO FORM  
AN ALTERNATE RESPONSE, AND THEN  
THE PARK CITY MANAGER PUTS IT IN  
THE BUDGET, BUT NOBODY IN ECC  
WAS SORT OF THAT PROCESS OR ON  
THAT JOURNEY.

AND, YOU KNOW, THIS IS SORT OF  
WHAT'S AMAZING ABOUT CAMBRIDGE.  
WE ARE VERY AMBITIOUS AND WE PUT  
TOGETHER ALL THESE NEW PROGRAMS,

BUT IT DOES REQUIRE US TO MOVE  
PEOPLE AND SYSTEMS AND PROCESSES  
IN WAYS THEY WERE NOT ON THAT  
JOURNEY AND IN THOSE  
CONVERSATIONS.

SO A LOT OF THE WORK THAT HAS  
BEEN HAPPENING, AND THAT'S WHY I  
THINK IT HAS SUCH DEEP  
APPRECIATION AND THE COMMUNITY  
SAFETY TEAM, CHRISTINA, SERENA,  
AND THE ECC TEAM.

IT'S SORT OF SEEING THAT VISION  
AND REALLY, I THINK WHAT A LOT  
OF WHAT WE DO IS MAKE SURE THAT  
WE CAN COMMUNICATE WHY THIS WORK  
IS IMPORTANT BECAUSE WE ARE  
ASKING PEOPLE TO DO ADDITIONAL  
WORK.

AND IN THE CASE OF ECC, IT IS A  
LOT OF NEW COMPLEXITY TO A JOB  
THAT'S ALREADY VERY DIFFICULT.

I THINK THAT IT HAS ACTUALLY  
BEEN A LITTLE BIT HELPFUL FOR US  
TO TALK THROUGH HOW ALL THESE  
PIECES FIT TOGETHER, AND JUST  
HOW MUCH HAS CHANGED IN THE JOB  
OF A DISPATCHER AS THESE CALLS  
COME IN, AND THEY HAVE TO THINK  
ABOUT WHAT TEAM AM I SENDING  
THIS TO?

ESPECIALLY AS WE THINK ABOUT IF  
THAT CONTINUES TO EVOLVE.

SO I THINK THAT THERE IS A LOT  
WHERE WE HAVE TRIED IT WRAP OUR  
ARMS AROUND THIS TEAM, SAY WE  
ARE VERY APPRECIATIVE.

WE RECOGNIZE THAT.

IT'S BEEN A DIFFICULT TIME  
THROUGH THE PANDEMIC, BUT THEN  
EVEN AS WE COME OUT OF THAT, WE  
HAVE BEEN ROLLING OUT THIS BIG  
NEW INITIATIVE THROUGH ECC, AND  
IT HAS BEEN INCREDIBLE WORK TO  
SEE OVER THE LAST SEVERAL  
MONTHS.

>> Chair: THANK YOU FOR PUTTING  
THAT IN CONTEXT, CITY MANAGER.

>> Councilor Zusy: WHERE ARE YOU?  
ARE YOU IN THE POLICE BUILDING?  
OH, OK.  
THANK YOU SO MUCH FOR YOUR PRESENTATION AND FOR YOUR WORK.  
>> Chair: OK.  
IT'S A JOB IN A CHALLENGING ENVIRONMENT THAT'S BEING WORKED ON.  
SO THANKS FOR WORKING ON IT.  
ALSO, LET'S DO WHAT WE CAN TO SUPPORT THE IDENTIFICATION OF WHATEVER CHANGING CULTURE OR SUPPORT IS NEEDED TO ADDRESS THOSE UNDERLYING QUESTIONS OR ISSUES THAT HAVE BEEN AROUND.  
COUNCILOR WILSON.  
>> Councilor Wilson: I WANTED TO SHARE ONE MORE THING BECAUSE MY WORK WITH THE WORKFORCE DEPARTMENT, THE WORKFORCE, WITH HE DID SEVERAL TOURS WITH OUR YOUNG PEOPLE.  
YOU ALL WERE TALKING ABOUT JOB OPPORTUNITIES.  
SO IF THERE'S A WAY WE CAN THINK ABOUT PATHWAYS, LIKE I DON'T KNOW.  
I'M THINKING OF CAMBRIDGE WORKS.  
SO IF THERE ARE ALREADY PARTNERSHIPS THAT YOU ALL HAVE THAT ARE STRONG AND THAT YOU ALL WERE ACTUALLY MAYBE GAINING AN EMPLOYEE BECAUSE THEY HAVE HAD SOME KIND OF INTERNSHIP WITH YOU ALL.  
I'M THINKING OF THE NINE-WEEK PROGRAM.  
HOW CAN WE DO THE NINE-WEEK PROGRAM WITH YOU ALL IF YOU ALL HAVEN'T THOUGHT ABOUT IT.  
MAYBE ESTABLISH THAT WE HAVE THIS KIND OF SYSTEM OF LIKE A PIPELINE, BASICALLY, OF WORKERS WHO CAN COME IN AND ASSIST THE WORK AND UNDERSTAND AND

APPRECIATE THE WORK THAT YOU ALL DO.

HOPEFULLY, APPLY FOR A POSITION.

>> CHAIR, WE DO.

WE'RE ACTUALLY CURRENTLY RIGHT NOW WITH CAMBRIDGE WORKS HIRE THAT'S BEEN WORKING WITH US. WE DO TAKE THEM OFTEN.

WE ALSO HAVE HIGH SCHOOL STUDENTS THAT WE TAKE FOR WORK STUDY.

WALTER GETS A FEW EVERY YEAR, SO WE'RE CREATING OPPORTUNITIES IN I.T. AS WELL.

WE'RE WORKING WITH FIRE AND POLICE.

WE DID A CAREER PANEL WITH THE HIGH SCHOOL LAST WEEK ON EMERGENCY SERVICES.

THERE WERE 30 STUDENTS THERE.

THEY WANTED TO COME BY AND DO A TOUR IN JOB SHADOW.

WE'RE ACTUALLY WORKING WITH -- I FORGET THE WOMAN'S NAME, KATHERINE FITZGERALD'S SECTION OF THE SCHOOL TO DO ACTUAL JOB SHADOWS IN 911 BECAUSE THEY WANT -- WANT TO LEARN MORE ABOUT OPPORTUNITY.

SO WE ARE DOING IT.

HAPPY TO CONSIDER ANY OTHERS AS WELL.

>> Chair: THANK YOU.

I'M SURE THERE COULD BE MANY MORE QUESTIONS.

HOWEVER, I BELIEVE WE ARE READY ON THE BASIS OF COUNCILOR WILSON SUGGESTING OR MOVING THAT THE EMERGENCY COMMUNICATIONS DEPARTMENT BE SENT TO THE CITY COUNCIL WITH A POSITIVE RECOMMENDATION.

DISCUSSION HAVING HAPPENED.

ROLL CALL.

>> Clerk: COUNCILOR AZEEM. ABSENT.

VICE MAYOR McGOVERN?

YES.  
COUNCILOR NOLAN?  
YES.  
COUNCILOR SIDDIQUI?  
ABSENT.  
COUNCILOR.  
>> I'M HERE.  
OR IS SORRY.  
IT'S A YES.  
>> Clerk: COUNCILOR SIDDIQUI IS  
HERE.  
COUNCILOR SOBRINHO-WHEELER?  
YES.  
COUNCILOR TONER?  
ABSENT.  
COUNCILOR WILSON?  
YES.  
COUNCILOR ZUSY?  
YES.  
MAYOR SIMMONS IS ABSENT.  
THERE ARE SIX ON THE AFFIRMATIVE  
AND THREE RECORDED AS ABSENT.  
>> Chair: THANK YOU.  
ARE WE RECESSING OR ADJOURNING?  
>> WE CAN ADJOURN.  
WE'RE ADJOURNING ON ROLL CALL.  
>> COUNCILOR AZEEM, ABSENT,  
VICE-MAYOR McGOVERN.  
COUNCILOR NOLAN?  
YES.  
COUNCILOR SIDDIQUI.  
YES.  
COUNCILOR SOBRINHO-WHEELER?  
YES.  
COUNCILOR TONER?  
ABSENT.  
COUNCILOR WILSON?  
COUNCILOR ZUSY.  
YES.  
MAYOR SIMMONS.  
ABSENT.  
YOU HAVE SIX MEMBERS RECORDED IN  
THE AFFIRMATIVE WITH THREE  
RECORDED AS ABSENT.  
>> Chair: WE ARE ADJOURNED,  
REALIZE BY 10:00 A.M. TOMORROW  
ANY DEPARTMENTS YOU WANT PROVED



FOR NEXT WEEK, MAKE SURE THAT  
THEY ARE SENT TO ME.  
I WILL THEN MAKE SURE THE STAFF  
GETS THEM, BUT 10:00 A.M.  
TOMORROW, THE DEPARTMENTS WILL  
BE PULLED AND ANY QUESTIONS YOU  
HAVE, AND REMEMBER WE'LL HAVE  
THE SCHOOL DEPARTMENT BUDGET  
MEETING TUESDAY IN THE CHAMBER.  
IT'S DEPARTMENT AND IT'S AT  
6:00.