



FINANCE COMMITTEE

COMMITTEE MEETING

~ MINUTES ~

Wednesday, May 1, 2019

9:00 AM

Sullivan Chamber

Finance Committee



CAMBRIDGE CITY COUNCIL FINANCE COMMITTEE

COUNCILLOR DENISE E. SIMMONS, CHAIR

COMMITTEE MEETING

TRANSCRIPT OF PROCEEDINGS

MAY 01, 2019

9:00 AM, SULLIVAN CHAMBER

MAYOR MARC C. MCGOVERN: Good morning, everyone. Uh, Councillor Simmons, uh, who's the Finance Chair, uh, is going to be a little late today, she had another engagement this morning, so I'll, I'll be chairing, uh, until she gets here.

A quorum with the Finance Committee being present, I call today's meeting of Wednesday, May 1st, 2019 to order. Um, the Committee on Fi, uh, we should read the call. The meeting of the Committee on Finance will conduct a public, public hearings on the city and school budget covering the fiscal period of July 1st, 2019, to June 30th, 2020.

These hearings will be held in the Sullivan Chamber of City Hall, broadcast on the Municipal Cable Station, and will follow the schedule outlined below.

The proposed budget will include recommendations from the city manager concerning capital and operating budgets.

All interested individuals are invited to attend and be heard and or submit written testimony. Those wishing to testify may do so either at the beginning or conclusion of each day's hearings.

Copies of the budget may be viewed at the branch libraries and will be available at the budget office at

City Hall on or after April 22nd, 2019. Additionally, the budget will be available on the internet through the city homepage, cambridgema.gov.

Today, Wednesday, May 1st, uh, not all, uh, department budgets have been pulled. I'm going to read, uh, the ones that have not been pulled and then will entertain a motion to refer those to the full City Council with a favorable recommendation.

So what has not been pulled for discussion, uh, the Mayor's Office, DGVPI, City Council, City Clerk, Employee Benefits, General Services, Finance, Administration, Budget, Purchasing, Auditing, Assessing, Treasury Review, Law, Emergency Communications, Reserve, Inspectional Services, License Commission, and Election Commission.

Is there a motion to refer those departments to the full City Council with the favorable recommendation? So moved by the Vice Mayor. All those in favor say, aye, those oppose, nay. And the ayes have it.

Uh, what has been pulled for today, Executive Leadership, Diversity, Equity and Inclusion, Public Information Office, Tourism, Personnel, Information Technology, Public Celebrations, Animal Commission,

Electrical, Fire Department, Police Department, Traffic, Parking, and Transportation. And we will go through them, uh, in that order as best we can.

And then Councillor Simmons has arrived, so she'll take over in a minute. Um, is there public--anyone in the public who would like to speak at this point? Okay, I don't have the sheet. Have you signed up, Mr. Miller? Yes, sir. Well, why don't you come on up, state your name, your address, and the department you're speaking on, please.

PUBLIC COMMENT

Mr. Miller, address not provided, raised concerns over the cost of the commission, which he believes has less work than other commissions in the state, and asked for the City Councillors to address this. He also expressed his opinion on spending on city employee health benefits, suggesting that the councillors consider alternative options such as the state's GIC program, which could save millions and reduce borrowing. He also highlighted the issue of the Peace Commissioner being paid more than a hundred thousand dollars per year.

MAYOR MARC C. MCGOVERN: You, can you, um, Mr. Miller, please leave your comments in the basket.

Um, we now move on to the Executive, uh, Department. This was pulled by Vice Mayor Devereux. Oh, uh, we'll, no.

Okay, so we will--on a motion by Vice Mayor Devereux to close public comment. All those in favor say aye, those oppose, nay, the ayes have it.

We now move to the Executive Leadership Department pulled by Vice Mayor Devereux. You have the floor.

VICE MAYOR JAN DEVEREUX: Uh, thank you, Mr. Mayor, and, and thank you, everyone, for being here.

Happy May Day, um, and thank you for this, uh, big book teaming with all kinds of information that, um, it's very difficult to absorb in one gulp, but, um, it's, it's a great resource and I hope that members of the public will look at it online, um, at least, and get a flavor of all the different initiatives, um, that the manager's office have planned and coordination with staff. So thank you for that.

Um, I pulled Executive, which is the city manager's office this morning, principally to give you, um, an opportunity to talk about a couple of new positions in your office. One is a full-time assistant to the city manager, which is described as a, on the streets representative of

the city manager's office.

Um, and the other is a position that we talked about last year, but I don't think has been filled, and that's the Housing Ombudsman or woman. Um, so if you want to just start with that, that would be great. Thank you.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Mr. Mayor. So I think since I've been city manager, I made it clear that customer service is the most important thing that I think a city can provide to its residents, and it's something that I'm tremendously committed to, and I think it's something that we do incredibly well.

But there are areas that clearly we can improve it. Uh, and I think this is an area that with all the construction going on, especially in this city, it would be great to have a person from the city manager's office being proactive, working with the community and the residents before things happen rather than trying--to try to solve some problems after they happen.

And, you know, obviously, we'll start with the Tobin School, the residents of West Cambridge, uh, went through a lot with an incredibly difficult project, and there's a lot of residents that still have that memory in mind, and

hopefully, this person can help get ahead of any issues that will come up with the Tobin School.

But as I thought about it, we have a lot of issues right now with construction going on in the port. We have a lot of issues potentially going on with Inman Square, with East Cambridge, and it's really to get ahead of it and really get out there.

And I want to make it clear that I think Community Development, Traffic, and Public Works do a good job with this, but I really think there should be a representative from the manager's office more involved yelling with the residents and that would be some of the assignments that this position would do.

I also think it's important that we continue to reach out to the community that we don't often hear from, and I would hope this person would help continue the efforts we've made last year with having the first port neighborhood meeting.

This would be an opportunity to have this person out again, working with the other city departments to really make sure that we're listening to the voices that we haven't heard.

So it's just a, a chance, I think, to get the residents more involved and have the manager's office directly involved with that.

I think the position will grow into many other areas, but I do think what, what I've heard and learned from the-- especially the West Cambridge issue, is that we need to get someone out there early, be on top of it as quick as possible.

We also have some small business projects going on, we want to make sure we stay in touch. We're starting our Harvard Square, uh, Business Association Plan this week in terms of some benefits for them. We have the Inman Square benefits going, and I just think this will be someone that will be out in the field really trying to listen to where we can do a better job.

VICE MAYOR JAN DEVEREUX: Thank you. I, I agree that will be important. I think that person will be very busy--

CITY MANAGER LOUIS A. DEPASQUALE: I agree.

VICE MAYOR JAN DEVEREUX: --so maybe next year we'll be back to talk about, uh, there being even more help in, in that regard.

Um, is this, is this an, an idea that came--you've had

for the past year or so, you've had your City Manager's Advisory Board that meets, you know, I don't know, quarterly or something. Is this something that came bubbled up through that process, or how are they being used?

CITY MANAGER LOUIS A. DEPASQUALE: Uh, we meet quarterly, uh, it's, it's an incredibly committed group of individuals who, uh, what we do is we bring up topics of what's going on and what they see should be coming.

So it's a combination of an update of something we may put in place, but it's also an opportunity, we are thinking about doing this, what do you think?

And I think that's one of the real things we wanted to hear is, from the--a different group, it's a group spread out to the city with all different backgrounds in history, an honest conversation.

You know, at one point we were talking about potentially thinking about tasers, and we wanted to just get their opinion before we talked to anybody else. And the police commissioner said, before we started, "What are your thoughts?" Without hearing anything from us. And then he gave us an explanation of why he thought we should be looking into that.

This was a year ago, they gave--so it's, it's a good give and take feedback as things come up. We've talked about, you know, some of the--when there's something going on in the city that seems to be bringing a lot of attention, we've talked about pedestrian bicycle issues, we've talked about what's going on with small businesses, just to get their opinion, uh, of what's happening.

So it's, it's a real sounding board. Uh, there--one year commitment that I asked them for was up, so I made it clear to them that I wanted to thank them and said that if someone felt like this was not what they anticipated or really they needed to change, I'd be happy to just say thank you, and we would consider replacing them. And I--but I did say hope they would stay and every member has agreed to stay on.

So it's a work in progress, uh, there was no game plan for this. So we're working with them and I've told them that this is as much their meeting as it is mine, and I've asked them to come up with ideas of topics they think we should be talking about, and we bring the department heads in and it's about two hour, it's about a two-hour meeting that I've found very useful.

So I think this is a part of that. I just think, as I said, I think customer service is so important and I just think this is an area that we can do better and I want to be more involved, and as much as I have a great relationship and work closely with all the city departments, I felt like it would send the right message.

And I know how important customer service is to the City Council, that we had a customer service person directly related to these projects in the city manager's office who will work with all the departments.

And I spoke to these departments to let them know what the role of this position is, and it's not to say they're not doing a good job, it's to say, how can we do a better job?

VICE MAYOR JAN DEVEREUX: Well, I think that's great. Um, when will this person start? And I'm kind of serious because I know it's not budgeted until starting July 1st, but this person is needed yesterday.

Um, and, I, I think we've had trouble going back to my other question about the hou, Housing, uh, Ombudsman, I think we've had trouble filling that position, so.

CITY MANAGER LOUIS A. DEPASQUALE: So I, I will finish

up with this, then I'll turn it over to Lisa on the housing position, but I agree. I really think this person should be here as quickly as possible. My goal would be once the council, if they approve this budget and this position is approved with this budget and it--that we would advertise it so that hopefully we can get someone on as quickly as these projects continue.

Uh, I think it would be great to have this person on, and I think we certainly can keep the person pretty busy. So I'm looking forward to ha, having this additional staff member.

On the housing front, Lisa has been the lead. They've put a lot of time and effort in, we're all disappointed that we've not been able to fill the position. But I'm gonna have Lisa go over the specifics.

DEPUTY CITY MANAGER LISA PETERSON: Um, yes, thank you. Um, the position is now being called the City Manager's Housing Liaison. Um, just--it, it was--the last time was posted as well, but we felt that that was maybe clearer and easier to pronounce than the Housing Ombudsman.

Um, yes, unfortunately, we, um, you know, part of it is we did not, um, um, they were--find exactly what we felt

we needed in the last time. Uh, we were refined, uh, and went back and looked at the, um, poster a little bit to see whether or not we could be clarifying some of the job descriptions, and it's now being, um, posted again.

And, um, so I'd really--if it's on, it's posted on our website, if there's anybody, we do have a preference for people that are knowledgeable about the Cambridge Housing system and programs. So if you know of anybody that may be interested in this, we would encourage you to, um, uh, send the information to them.

But again, this position is really, um, from working in the city manager's office and working closely with the city manager, but also working closely with the Community Development Department and the Department of Human Services to really ensure that city housing policies and practices are clear to residents to identify gaps in current programs and services, including the resources and services needed to prevent evictions and involuntary displacement of Cambridge residents and provide advice to the city manager and the leadership team.

So it really will be a strong, um, emphasis in this position on tenant protections. And again, we're looking

for the right person to fill this really important role.

VICE MAYOR JAN DEVEREUX: Thank, thank you. Um, I, I hope that comes together and, and I agree that that is easier to pronounce, although some people will probably trip over, over the spelling of liaison, but that'll, that'll be good for us all.

Um, one final question, and then I'll let others, um, ask questions. This is an actual budget question, and it may just be because I don't understand how to read budgets, but in the other ordinary maintenance category, it's sort of, uh, in fiscal year '18, this is on page V-16, in fiscal year '18, actual is \$47,000, then we're projecting 330 this year, and then going back to 51 in the fiscal year '20 budget.

So I just wondered, so like, what is that? Or maybe it's a typo. No, it's not a typo. I don't know.

CITY MANAGER LOUIS A. DEPASQUALE: Uh, it starts with the school lunch program that was put in, in there with some other consulting things that were added, so that's what it was. That was not budgeted, but it came in as a supplemental appropriation, and that has now been moved to the Finance Department, so that's why it's not showing in

this year.

VICE MAYOR JAN DEVEREUX: Great. Okay.

CITY MANAGER LOUIS A. DEPASQUALE: Thank you.

VICE MAYOR JAN DEVEREUX: Thank you so much.

COUNCILLOR DENISE E. SIMMONS: Pleasure of the Finance Committee. Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Thank you, Madam Chair. Through you. I wanted to touch briefly on the housing liaison position. I think, uh, you know, we've--you've kept me, uh, up to date on the status of it.

Uh, I do think, um, this position is likely to be multiple positions down the line, just given the breadth of work and the things they're looking for. Someone who's, who gets the policy perspective, gets the constituent services.

So all that to say, I think I--it, it may be hard to find the perfect person who has everything, but I think we do have a, a great--I think if we onboard this person correctly, uh, and, and, you know, maybe fill some knowledge gaps, and I do think it, it, it is better to do that than keep waiting.

Uh, and we have to set a timeline. I really have to say, I think it's just been way, way too long. Uh, it's--we

discussed this in June last year, and hiring takes a long time, it's very hard to find good, good people. But this, this is a very urgent position given some of the tasks that we have to accom, accomplish and some of the goals of the City Council.

So I do think we'll find a good person. It may not be everything, uh, and I think maybe that'll open up to new positions and I know, uh, the city manager's been committed to figuring--to saying we may have to do that in the future.

So, I, I appreciate the, the time going into it, uh, and how it's, the position's evolved. Uh, I, I do, uh, hope to, to see this person sooner rather than, than later.

Thanks.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Mr. City Manager.

CITY MANAGER LOUIS A. DEPASQUALE: I think we're all in agreement, including the committee, and I do think that we stated that once we have this person on board and find out what he or she is doing and what we're not still getting till we would certainly be open to then say,

"What's the next step?"

So we're all on the same page. It's just been a difficult process, but I, I want to commend everybody on the committee. They've really tr, they're really trying and the outreach is really out there, and hopefully, I agree, we can come up with someone soon and then see if what else we need and we'll--if we need more, we'll be up here to ask for that.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Thank you.

COUNCILLOR DENISE E. SIMMONS: Pleasure of the Committee. Councillor, Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Um, through you, Madam Chair. Um, Mr. Manager, I know, um, the city's always planning ahead, um, and sometimes it's more than a year ahead. Are there any thoughts at all about, uh, additional assistance that your office needs? Uh, you know, perhaps it's two years down the line that you're considering, and so this is more just exploring and just outta curiosity. Um, any thoughts on that?

COUNCILLOR DENISE E. SIMMONS: Mr. DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam

Chair. Well, I think this example of the new position we put in, in terms of being out in the community around development in the managers offices, one that we've talked about a year ago.

I think we will continue to look at those areas as things come up in the city, new initiatives. Is it the City Manager's Department or should it be another department? But, uh, I think that's the kind of thing. With this housing position, is it the city manager's if another one comes up where it be placed?

But I think we are looking ahead, uh, we recognize that, uh, the demands and the things that go on in the city are expanding and that's the way it should be, and it's more about what do we need to continue to make sure that the residents are receiving the best customer service they can.

And I think this is an area that the city excels in and we'll continue to excel in, but we have to be open to make sure if there are areas that we need more help that we fund in.

And I think, you know, over the last three years, we've added over a hundred positions that directly reflect

what we think these--the residents feel are important and what the City Council feels is important, and we'll continue to do that.

We talk at the budget hearings, uh, about where people feel they need ex--more help. Uh, not all of those positions are even filled in this year's budget. Some we say, "Okay, let's think about in the future, is there a way we can do it? Because we can't do it all." But often in-- when we have budget hearings, we cannot fill all the requests, but we talk about, "Let's prioritize and then let's see in the future."

And I know in this budget there was at least five or six positions that really had a long discussion in last year's budget that we didn't fund, and then when they came back and said, "Now we're involved and this is what we need."

So we're always open to discuss where we're going in the future. I think on the capital side, we clearly take much more of a long-range approach, but clearly on the operating side with everything going on, we--I would say we now more than ever have started to look at what it means in terms of operating budgets growing in the city.

Because again, as they grow with all the other items that are growing, we'll always keep in mind what impact that's gonna have on taxes and try to get a good balance of what we're doing. And I think, uh, we've been able to do that and we'll continue to do that.

But we'll continue to focus on customer service as our number one priority, especially in the areas around housing, which is a top priority of the city in areas of the environment. You know, areas that we know the council has concerns, the residents have importance, and try to make sure that this budget reflects.

And I think this budget is a budget, as I said at the council meeting, I'm very proud of, that really listen to the council and the residents on where they wanted more funds, and I think we've done that. And I want to thank the council and the residents for that.

COUNCILLOR DENNIS J. CARLONE: That, that wasn't a loaded question on my part. I was just curious, be, uh, because, um, it always amazes me how much the city does do, and there are things that are not day-to-day known that the city is doing. And I was just curious if there's a new area that you see, um, developing.

And I, I don't have a strategy in asking that, I'm--I was just curious, um, what the future might hold, um, and that's where the question generated from.

So there, there's nothing pressing in the future that, uh, we haven't discussed yet.

CITY MANAGER LOUIS A. DEPASQUALE: No.

COUNCILLOR DENNIS J. CARLONE: Great.

CITY MANAGER LOUIS A. DEPASQUALE: I think--and, and I think a lot of the area also falls around Legion ed-- area's, area where he's constantly looking at where we can do things better and how we can provide better services as well, and potential expansion in those roles as well. Again, but it's--to me, it's all related to customer service.

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

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Carlone. Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Chair. Through you to the manager. At the risk of adding still more positions and realizing that this is somewhat covered in other places, and I think we'll get more into this in

Information Technology, but I, I think the challenges of maintaining a safe digital city is increasingly something that requires one person with that specific job title, and the more I think about it, the more that person resides in the manager's office. So you can comment on that if you wish, or we can, can continue that discussion later on.

CITY MANAGER LOUIS A. DEPASQUALE: Uh, through you, Madam Chair. I agree with the position, uh, we can have a discussion on where it should go, but certainly it's something that I know IT, Mr. Gianetti, and we have talked about to make sure that it's happened. But I certainly agree that it's an area that we've put a lot of importance and we will continue to discuss.

COUNCILLOR DENISE E. SIMMONS: Councillor Kelley. Pleasure of the Committee. Hearing none, just a few questions on my end.

Uh, first of all, thank you for the budget document. Each year the--one or two things are happening. Either I'm accustomed to reading it or it's getting easier to read. I'm gonna say it's getting easier to read, so I want--my compliments to the staff that has put it all together, 'cause I know there's a lot in there.

Having said that, just a few things, and I may go back to some of these items when we pulled, um, Diversity. Um, I found it very difficult. There, there's a lot of good initiatives here and I'm very happy that we're able to do this.

But when I wanted to look around, so the community outreach diversity, it's so parsed out through the budget, it's hard to quantify what we are spending on those efforts.

And then looking, if you were to read it across, what's the results? And I think that's the weakness of the budget.

So my first question would--not question, maybe it's more of a comment, is going forward, we--I would love to see the budget easier to read in that context.

I try to make notes of where we were doing sort of, um, anti-bias work, a community outreach, and so some is on page 15, some is page--on page 17, it's sort of all over the place, and so it's hard to discuss.

But very specifically when I look at under the Leadership Executive, um, tag, you have Civic Unity, you have LGBT Commission. Civic Unity is under Executive

Diversity, it's, it's objective and performance, it's number two, there's no budget associated with that.

You do speak about a research assistant, I don't know what that person's being paid, I also don't know what that person is doing. And I think it really hobbles the Civic Unity Committee in terms of the work that it's supposed to do because there's no one--no budget and no person assigned to, to sort of follow out the work.

Same as with LGBT Commission, I take that back. The Civic Union doesn't have the research assistant, the LGBTQ Commission, LGBTQ+ Commission has the research assistant, no budget there.

So we have no idea what we're spending and how effective that spending is, uh, on what our mission and services or scope of services are saying.

And in my mind, the commitment of an organization to a body of work is equal to the money and resources they put behind it. And there's no money and there's no, there's resources but not really any money.

So if it is, point it out to me. I still would say in some respects, it's not enough, and I would really want to see, uh, if not cobble it out of this budget or what's,

what, cobble it out of this year's money or next year's money where we give them at least part-time staff to be able to actually execute the work that these volunteer commissions do without any real solid support.

So, um, I don't know if I want to ask you your thoughts on that, but that's a concern of mine, it has been. So the good work is, we have the Civic Unity Committee and they're doing yeoman's work, a hundred percent volunteerism and a staff that's assigned to that person, to that committee, that staff person is now doing someone--something else very ably and I'm happy, but where does that leave Civic Unity?

On the other side, there's LGBT Commission Volunteer Board, like most of our boards, that's not my complaint, but every time they have to do work or they have to kind of go in there with a hat in their hands as their own ambassadors to advocate for services for a community that, you know, if I had to guess is at least 10% of our population, it just seems that the allocation, which I don't see any, is woefully insufficient.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair. We have worked, uh, I know what you're saying in

terms of the dollar amount and the staff, but Taha will stay. But with the LGBTQ budget, we have met with the members, talked to them about the hours they need, ask them what else we can do.

We've had an ongoing conversation and I, I am certainly, as they would tell you, committed to saying, if there is a need, let's put it in this budget. We feel that this budget does reflect what they're asking for now, but certainly, if they feel like there is something that we're missing, I, I will continue to have open communication with them, be happy to talk to them to make sure that what we need to have in this budget will be there.

COUNCILLOR DENISE E. SIMMONS: So I'm gonna push back a little bit. I, I'm sure they, the members of the LGBTQ--I have to look at it, LGBTQ+ Commission are grateful for what they get.

And because of their gratitude, they often--the few people that I've spoken to don't want to be pushy, so I'm gonna be pushing on their behalf.

Um, because you know, when we think of the needs of the transgender community that you're not going to hear about. And some of my colleagues that are sitting here have

done yeoman's work trying to push the transgender community's agenda forward.

But sometimes if you don't have the capacity to look, then you don't know. And so it's easy to say, we're doing what you're asked for, but if they had more capacity, they could--and I know as a former finance person, this is a tricky statement to say, and if, if you gave me more resources, I could ask for more. And you might say, "Well, that's the idea," and I know that's not.

But there has to be a better balance with, you know, every other commission in this city has a dedicated staff person, why doesn't these two? And, and you know, and, and to say what they don't ask isn't a sufficient answer. It is, why don't we allocate them some sort of sitting in a chair, I have a phone, a desk, an office, our resources and then work from there.

CITY MANAGER LOUIS A. DEPASQUALE: I, I will be happy to revisit with them what their needs are and if there's additional funds needed, we could certainly would consider coming back up.

But we have tried to--I know I've had a couple of ongoing meetings with them about whether or not additional

hours are necessary, but maybe I haven't made it clear that I would be happy to support that as well as I should have, so I will be happy to talk to them again about that.

COUNCILLOR DENISE E. SIMMONS: Very good. Councillor Mallon, did you want to follow up on this? I yield the floor to you.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. I just wanted to follow up on something that, um, didn't get covered and I'm curious if you could just tell us a little bit about, something that's been on the minds of a lot of us, which is the fate of CCTV in the face of regulations that might be coming down from the FCC and, um, people cutting the cord and the funding being very limited for, um, CCTV perhaps in the future.

And I know the city has stepped in and helped out, which is a tremendous benefit, um, to all of the residents here in Cambridge, um, who are looking for that type of access, um, both to free speech and, and a way to access to free speech and a way to, to actually, um, to give their free speech.

I'm wondering if you can tell me about the consultant that was hired, um, to kind of look at how to integrate

possibly our city view and um, CCTV. I know that that's one of our FY '20 objectives and measures, uh, in the Executive area.

COUNCILLOR DENISE E. SIMMONS: Ms. Peterson.

DEPUTY CITY MANAGER LISA PETERSON: Uh, through um, Madam Chair. I'd ask Lee Gianetti to talk a little bit about that. But you know, the, then in the short term, what I want to say about our support and the manager's support for CCTV is that, while the revenue from Comcast has been going down, the manager, both in this year's budget and in the budgets before you, has kept the amount of revenue that is going to CCTV at the higher level.

So, you know, that is really--so that--in, in--for at least the next, you know, two years or whatever, he's really committed to sort of keeping them whole. And then we are working with them on seeing, for a lack of a better word, while we're calling it, um, a possible merger, but how we can be more efficient and how we can um, uh, work to really, um, yeah, to use our, our, our collective resources more efficiently in the use of the public education and government channels. And, um, Lee can talk about the status of that with a little bit more detail.

COUNCILLOR DENISE E. SIMMONS: Mr. Gianetti.

DIRECTOR LEE GIANETTI: Through you, Madam, uh, Chair. Um, Councillor Mallon, so the RFP that we had out for a consultant is still in the process of being evaluated, but I'll say that folks from CCTV, 22-CityView, uh, the School Department for the e-part of it have been meeting for, it's approximately a year now, and have been doing some really great work and conversations in terms of trying to figure out what is the future of our PEG channels, what should they look like, how is the changing landscape in terms of how people consume media, what they want, how can they leverage all of the assets they have and work more closely together to provide even more and better coverage of, you know, both from a government and community perspective.

So they've been having, I think the really good discussions in terms of where should we go, how can we potentially get there, and as there is a changing landscape, you know, how do they make sure that they're staying ahead of it.

So I, I give the three PEG channels a lot of credit for working closely 'cause I don't think you always see that in communities. Um, I think you can have a adversarial

sort of--or at least competitive relationship between, um, your three entities, but it's, it's really great to see them coming together to look at how they can better collaborate.

Uh, in my section I talk a little bit about, and I'll just mention it now, uh, that, you know, 22-CityView contracts with CCTV for freelance contract to help supplement a lot of the short of video productions that we're doing here, um, about, um, talking about different departments.

So those types of collaborations are starting to take place, you don't always see them, but that has been very successful. Um, so I don't know if that answers your question.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. Through you. So I, I, I'm very grateful for the support that the city has given CCTV, um, and this changing landscape.

I'm--if--they're just such an important resource and I want to make sure that we continue to think about the future of, uh, of CCTV and, and all of that they provide

for our residents.

Um, I'm just curious when the RFP is going to be coming back and how long that process is gonna be. If you could just speak to that a little bit.

DIRECTOR LEE GIANETTI: I hope we'll be able to wrap things up in the next few weeks.

COUNCILLOR ALANNA M. MALLON: And then how long is the process of the, the consultant?

DIRECTOR LEE GIANETTI: Um, I think we had scoped it out that it was probably a seven month, I don't have it in front me, I think it was around a seven or eight month, so they've been doing a lot of work.

This was really looking for someone, uh, to come in and help with some of the finer details to make sure that they were getting, um, a lot of the organizational change stuff right. How would you make it, uh, a financially viable model? What are the complexities that are involved with, you know, having crossover between your PE and G. Um, so I think it's a very specialized type of skill set, uh, that they're looking for.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. Um, and so

how will you communicate with the, the council? I know we've had, we've had RFPs for consultants out before that we haven't been able to find just the, the specific ones. So I don't want to come back here a, a year from now and find that we didn't find anyone. Is there a way that you'll be able to communicate with the council that somebody has been found and--

DIRECTOR LEE GIANETTI: Yeah, and I think, um, it's worthwhile, I'm happy to go back to the group and see if we can just put together a summary for the council of the work that we've been doing to date, kind of where they're thinking to be able to share with you not only some of the past work that's been done, but, um, sort of how the group is envisioning, uh, moving forward. I'm happy to, uh, work with them to get you an update on that.

COUNCILLOR ALANNA M. MALLON: I think that would be great. Thank you.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair. We can also, as things are moving forward, continue to use the Weekly Digest to bring updates that might be helpful to let the council know where we're at.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor

Mallon. Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Um, I would like to ask about the, um, digital equity study. I was, uh, glad to see that that's in, in your budget. Um, could you tell us where we are with that and, and how much we're spending and, and what the, uh, con--who are the consultants?

DIRECTOR LEE GIANETTI: Sure. So, um, through you, Madam Chair. Uh, the Evaluation Committee for that consultant process, uh, met, I believe it was last week, uh, wrapped up our evaluation. It's up in, uh, purchasing right now to finish the final contracting stuff, so hopefully, in the next few weeks that will be in place.

And then, uh, once we have the consultant contract in place, we'll do an advertisement for members to the Digital Equity Advisory Committee that we had talked about.

Uh, something I learned during the Broadband Task Force process was, make sure that our pieces are aligned. We brought the task force on a little bit too early, uh, in the last time 'cause it took longer to work through the contracting.

So we will post that and during the time that the

postings out, we'll be able to work with the consultants to map out the sort of project management type aspects.

So we're ready to go once the, uh, Digital, um, Equity Advisory Committee is in place and in the RFP we had a 12-month study where it's really laid out pretty specifically in terms of month one activities, month two, month three. So, um, once we kick off, um, it will be 12 months before we're, uh, completed with the work

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you. Um, through you, Madam Chair. And, and how much are we budgeting for the, for this effort?

DIRECTOR LEE GIANETTI: I believe the free cash appropriation we went up for was 150.

CITY MANAGER LOUIS A. DEPASQUALE: I think it's in that range, yeah.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you.

COUNCILLOR DENISE E. SIMMONS: I think--for the discussion from the Committee. Councillor Carlone, then I'll resume the floor. Councillor Carlone, did you want to-

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

Um, I wanted to thank you for listing, uh, specifics on three subjects, Housing and Homelessness, Early Childhood, and Sustainability. And, um, I think this is very informative and helpful just to understand the breadth of city's investment in these three areas.

Um, the policy order we wrote really asked for all the City Council goals to be listed like this, but I accept this as a great beginning, and hopefully next time we can have all the goals and even a track record of where we were last year, this year, and proposed year.

Um, but this is extremely useful and better shows the commitment of the city that I didn't fully understand in some areas, um, and it shows the complexity of the funding as well that you have to put together. So I wanted to offer you the opportunity to comment on that.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair. First of all, I want to say, thank you. We were hoping to do a fourth as well, but this is real time consuming in terms of putting this together at the same time.

But this is so important. I think it really shows the

picture and I want to thank the council for really bringing that home that we will continue and we're actually starting early to get ready so that we can have an expansion of this section.

How big, I can't promise this yet because it is, as you can see, a lot of information working with a lot of departments. But it is an important addition to this budget that we will continue to make a priority, I can tell you that.

COUNCILLOR DENNIS J. CARLONE: C--c--Madam Chair, could I ask, what was the fourth?

ASSISTANT CITY MANAGER FOR FINANCE DAVID KALE: It was, uh, spending on--in populations that are economically disadvantaged. So there's a lot of, you know, discussion around how do you actually define that, who do you include, so.

COUNCILLOR DENNIS J. CARLONE: Thank you. That's a good fourth. Thank you.

VICE MAYOR JAN DEVEREUX: Mad, Madam Chair.

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

VICE MAYOR JAN DEVEREUX: Um, well actually, I was

gonna ask about this too, and I have a suggestion for a fifth because, um, all of the efforts related to Road Safety Vision Zero are spread across several departments, whether it's Traffic, DPW, or CDDD, and I find it very hard to track, you know, where those, where those are.

And I know I'm not, I'm not trying to fault you or just like I want to see that next year I think would be really helpful because that's one of the, the topics that we've discuss the most and the--that we hear them almost aside from housing, from residents about what are we doing, um, to improve safety on our streets. So that would be a good one to add too. Thank you.

CITY MANAGER LOUIS A. DEPASQUALE: I agree.

COUNCILLOR DENISE E. SIMMONS: Thank you, Vice Mayor. Uh, so any further discussion from the Committee--on this Committee?

So just to kind of go over or go over some of the issues that I started on, uh, but to kinda lead or pick up where my colleagues left off.

Uh, so you've, you've heard it's a great budget and when you do a great job, people want you to do a better job than, than that.

And, and it's also be--it's a co, it's a common, it's a, it commends you for the work that you've done, but it, it says also, how do we get to be a little bit more thorough, or, I don't want to use transparent cause I think we use that word to overlook--overuse, but just make it a little bit more reader friendly so you can follow the money if you will.

Something that Carl--Councillor Carlone says, if we could say like, you have at the bottom, I'm looking at page six, just use that V6, it says, Fiscal '18.

Well, this is what we did in fiscal '18, but it only talks about it from a fi, financial perspective. And then here's '19 and here's '20, how do we see what we did? Let's--looking at the council goals, uh, increase access to affordable housing for all income groups. So what did we do last year and what did we do this year, because this just kind of lumps it all together.

So I just want to concur and something just to follow, um, what the Vice Mayor said, but just to broaden that is, it's, it's very difficult when you have to tease out. If I wanted to know what we have done around affordable housing, I have to find it in three or four different places. Um, if

I want to know how we expanded and deepen community engagement, I have to look in three or four different places.

You're doing it now in your office, DHSP does it in their office, depending on what you do. So you, you get the idea, uh, so going forward, how do we, how are we better at that?

Back to LGBT+ and CUC, again, paying attention to putting some proper funding into these cost centers 'cause they're not departments or commissions so that they can effectively do their work. How do we codify better and quantify community outreach?

And in addition to that, on page V6, fiscal '20 objectives and performances under the City Council's goals, as I said, increased opportunities for all residents to join the city's open spaces. Great. It was several pages later that I found out in terms of open spaces and park, and parks, we have 81, but it's, it's so as not together, that's, that's my point. We have 81 parks and open spaces, but I had to find that someplace else.

I just use that as an example to say, when I look at thinking, think, look at expand and deep in community

engagement, which I'm very, um, it's just very important to m, I can't tell you and you may how much we spend on doing it and who's doing it. So it, it's a little bit disorganized. And so I would like to see a little bit, uh, see, see put together a little bit better.

Um, the other thing that's important to me, which was eliminate bias within the city workplace and wider community, which is the goal of the, of the City Council. And I cannot tell you where we, who's doing it and where we spend the money. You know, so how effective are we?

I know that, um, and I think I'm gonna leave this to the next item, which is, um, Diversity, we are gonna be spending X number of dollars on a consultant. You know, so what are we spending now? How effective we are in it? Because I think there's things that we could be doing that we don't do, do. Is this consultant gonna speak to that? So how do we organize that a little bit better?

And, um, I mentioned hiring a part-time GLBT liaison and, and I just want to point out, and they're very effective, the School Department has had before time immemorial, a GLBT family liaison doing extraordinary work for years, and it's, it's extraordinary and it's robust

because they pay someone to do it.

I can't read all of my notes that well, which is lucky for you. Um, you, you spoke about the City Manager's Advisory Committee, uh, I thank you for having put that in place.

Um, to the Cambridge Office of Tourism, to--we--I don't know if that was pulled, but it's under your Executive--Okay. I'll wait for Tourism to come up.

Community Benefits Advisory Committee. Could you, Ms. Peterson, speak to us, you know, so there's money now in this pool, we're gonna be allocating the funds, when and how much?

DEPUTY CITY MANAGER LISA PETERSON: Uh, through you, Madam Chair. Um, or to you, Madam Chair. Uh, we are, uh, very excited that we have, um, uh, committee has just made recommendations to award funds to four partnerships representing 12 different non-profit organizations, and we are in the process of entering into grant agreements with those, uh, four partnerships.

Um, the partnerships are, uh, unique, but they're all, uh, similar in the sense that the target population is really looking at, uh, low-income families with a emphasis

or a focus on, uh, or a priority, I should say, for a female head of household.

And, um, and each of these partnerships, when you're addressing families need to be able to address issues around housing insecurity, financial insecurity, and mental and behavioral health as those affect, um, uh, the, the target population.

Um, we hope by, um, May that the, the first stages for the enter into a planning grant, which is, uh, \$30,000 to each of these partnerships to really work with an evaluator that we've also just hired that will also provide technical assistance in the committee to develop their implementation plan.

And that will have up to six, six months to develop the implementation plan, which is really their logic model, their--what kind of outcome measures, what their goal, how many families they're gonna serve, et cetera, et cetera.

And um, then, um, our hope, and I'm gonna be very honest, is that all four of these partnerships are going to be successful. Our goal is that they will, is to work with them so they all can be successful and then will be entering into implementation grants that can be up to

\$750,000 per partnership over three years.

So we expect the, um, planning grant to go through the end of the year, um, to, and the, the goal of that would be to then develop the implementation plan and that we hope by February of next year that we are actually giving out the larger implementation grants.

COUNCILLOR DENISE E. SIMMONS: Thank you. Are there any follow up questions to that item? Hearing none, um, Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Um, through you, Madam Chair. Um, Ms. Peterson, I, I would imagine that woman headed families require extensive childcare and pre-K services. So I'm hoping indeed that is part of the strategy, how to expand that.

Um, and I, I, I guess I'm asking, I, I assume that's in the scope of potential and that the city might sub, you know, obviously, many of us are for expanding pre-K, but I assume that's in the ballpark for these folks.

DEPUTY CITY MANAGER LISA PETERSON: In terms of community benefit funds, as you're working with, um, families, certainly we have talked about when childcare becomes--is, is something that is important to them that

these funds could be used for addressing childcare.

The overall issue about increasing, um, childcare and outside of community benefit funds, we're also really paying attention to, and particularly in the, um, Tobin, um, planning effort, the Tobin Montessori & Vassal Lane effort we're, we're looking at--to what extent we, we planted.

But yes, in the community benefits, um, process, um, we're looking at really specifically addressing the needs of individual families and, um, childcare, uh, can be a part of that.

COUNCILLOR DENISE E. SIMMONS: Councillor.

COUNCILLOR DENNIS J. CARLONE: Uh, everything I've read has said it's a critical part of it and I hope that inspires our budgeting in the future to meet that need. Thank you. Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor. Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. On, on the same note, in terms of, um, increasing economic opportunities for these families, are we also looking at how that interfaces with our sustainability, uh,

goals and, and climate change mitigation?

Uh, in particular creating new types of businesses that are really aligned with, with some of those goals? I'm thinking around, uh, urban farming, um, uh, renewable energy installation, providing training for, uh, people to acquire some of those skills so that they can participate in their economy in a way that's aligned with, uh, our sustainability goals. So any, anything you can, uh, tell us about that?

COUNCILLOR DENISE E. SIMMONS: Ms. Peterson.

DEPUTY CITY MANAGER LISA PETERSON: Um, through you, Madam Chair. Um, you know, I would say we're just at the point of entering into grant agreements in a broad scope. And I think that over the planning grant, these, um, lead organizations and the partners really need to identify the families, their needs, and their implementation plan.

And to the extent that they will be addressing, uh, workforce development and what kind of areas that people would be getting training in, still remains to be seen. I would suspect that it will be a need in, um, some of these partnerships, absolutely. But again, we're just not at that point yet to get that specific in terms of, uh, what kind

of training and, um, and what the individual family needs are specifically that they'll be serving.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you. On a--

CITY MANAGER LOUIS A. DEPASQUALE: Madam Chair, can I-

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COUNCILLOR DENISE E. SIMMONS: Councillor--not councillor. Do you want the job? Mr. City manager.

CITY MANAGER LOUIS A. DEPASQUALE: I apologize. But when we talk about budgets it can be confusing. Uh, the one thing that I, I missed today that I think is important is the staff person for the LGBTQ+ Commission is in the Human Rights budget. And I missed that is when the discussion, it is a 30-hour position, we'll be happy to talk. We did increase the hours and we'll continue to do that longer, but that is confusing and I had a block to say, why can't I find that? But there was a 30-hour position in there. But we can talk about if they need additional staff.

COUNCILLOR DENISE E. SIMMONS: And if you could tease that out either now or later, it'd be important for me to know. I, I'm pleased to hear that there has been--

CITY MANAGER LOUIS A. DEPASQUALE: When I'm confused, but then I can see how people are confused, so I apologize for that. Thank you.

COUNCILLOR DENISE E. SIMMONS: Okay, very good. Just a few more things. Um, we talked about community outreach and just how we can be better at. I think it's great that we're doing it.

Your office is doing a thing that's extraordinarily important, you know, just how do we quantify that and quantify that in a way that the council knows, and how does it tie back to our goals? Coz we always want to know that the goals and the, the way we spend our money are tied together.

Um, you instituted an assistant to city manager position. So first, I'd like to acknowledge and introduce her. Her name is Jennifer Mathews, and if she can come and sit at the table, people will know who she is.

I would say going forward though, as we add and, um, employees, and this is to you Mr. Gianetti, um, the keeper of the PIO, is we should maybe--when new people come, folks don't know who they are and they just kind of show up and say, "Oh, this is a nice person," who, who do--who are they

and what do they do?

Is there a way that we could spend a little time and a little money at least introducing a staff--new staff part, particularly someone in, in your cabinet or your office, um, so we'll know, so that we want her number so we can call her all the time. But in--aside from that, the idea is we just, she, she's now a member of our team, no one knows who she is.

CITY MANAGER LOUIS A. DEPASQUALE: I, I agree a hundred percent. I will tell you that I'm embarrassed to say I was in a meeting with an employee that's been here about four to six months, there were numerous departments in the meeting and I thought she was a new employee for the, uh, department she was not in, not the department she was in.

So it even happens with us and we need to do a much better job letting everyone know who our new employees are, where they work, what they're doing, and it's something that we will continue. But you're absolutely right, we do not do a great job with that.

COUNCILLOR DENISE E. SIMMONS: Welcome, Ms. Mathews, it's good to have you with us. So when--as--one of my

colleagues brought up the whole idea of having the assistant to city manager and having them as it's written in your budget document will serve as a liaison to the community and will work directly with departments to address emerging, emerging resident and business needs.

It'd be important for me as a City Councillor, and I think it--the council as general, again, to know how much money we are spending in community outreach. But I also don't want Ms. Mathews to be set up for failure.

This is a huge job and I think I would've recommended that there'd be three other Jennifer Mathews', you know, um, and I don't know if that's something--and what I mean by that is, the city is a huge place, and when you say speak to the, to the emerging, emerging resident and business issues, that's a huge job.

So just think about it, you know, and when you're looking at the cost centers, is this a job for at, at least two people and you split the city in half, uh, so that you can actually be effective?

And then, um, onto--any, any follow up on that question? Hearing none, I'll move on to the Ombudsman position. Happy to see it in the budget. I don't know what

the salary--I don't remember the salary requirements were, maybe it was too low, um, but I'm glad you're going back out on that and hope that you'll have that person in place.

The only thing that I would add to that job description, um, is some policy connection. And what do, why do I mean by that? During the last council term, it came up a number of times, not so much this time, um, specific to inclusionary residents.

Inclusionary residents have been, were having a really hard time, um, in their buildings and know where to turn. The job of CDD is not necessarily one of advocacy, and so where would one go to have to, to address the issues that you're having in the building? They call their City Council.

We're all happy to do that, but from a policy perspective is if something that's not in our policy that speaks to that, that should have been changed so that would not happen.

You know, should there be something in our policy documents, maybe not in the Ordinance, but in the policy documents that we spend money on that says, you have a way to air a grievance.

So I put that out there that I don't think we have put, you know, I don't know what the, um, amount of money that you are offering in terms of salary to that person, but that's certainly something that we want, uh, looked at and taken care of so that it doesn't become a problem, and that we know better how well our policies are working, and, and are we spending our money in the appropriate places to make sure that this wonderful program or policy or ordinance that says, you can live in this market rate building, is really doing the service that we wanted to do.

With that, I will yield--

VICE MAYOR JAN DEVEREUX: Uh, Madam Chair. Sorry. Excuse me. I, I don't know if they're planning to answer that, but I, I wanted to go back to, to the position that Ms. Mathews has, 'cause I'm glad to meet her too, I don't know when she started.

But, um, but I think her position is different than the one that is, that we, that I brought up earlier, which is a, which A, hasn't been filled or even posted yet. So maybe the manager can actually clarify what, um, Ms. Mathews responsibilities are in his office.

CITY MANAGER LOUIS A. DEPASQUALE: So the new position

with the liaison, once this budget's approved, will start that position in terms of being out in the community. This position is Karen Paval's old position. Uh, Karen left--

COUNCILLOR DENISE E. SIMMONS: Which position is Karen--

CITY MANAGER LOUIS A. DEPASQUALE: The, the one that Jennifer is--

COUNCILLOR DENISE E. SIMMONS: So Jennifer is Karen Paval's-- So you're talking about something totally different than this?

CITY MANAGER LOUIS A. DEPASQUALE: Yes. Uh, but, uh, in review of the duties that we felt were important, we then redid the job description to benefit what we feel are the needs of the residents and the City Council in terms of the roles.

And Lisa has really worked closely with Jennifer, so I'm gonna have her really go over some of the projects that Jennifer has already been working on and how we see best to use this position.

COUNCILLOR DENISE E. SIMMONS: Ms. Mathews, the floor is yours. I thought he said he's gonna have Ms. Lisa say on some of the things that she's working on. Oh, Lisa,

whoever.

CITY MANAGER LOUIS A. DEPASQUALE: We'll let Lisa say a few, and then we can have Jennifer. And then we can turn it over to Jennifer.

COUNCILLOR DENISE E. SIMMONS: All right.

DEPUTY CITY MANAGER LISA PETERSON: Thank you, Madam Chair. Um, I think, uh, Jennifer has just completed her second week, so that's the reason why many people have not had the chance to meet her yet. But really with like the opportunity, um, she's a really, um, experienced woman and we're very, very happy to have her.

Um, I think initially, uh, as she's learning about the city, um, Ms. Mathews is gonna be very involved in the Community Preservation Act and helping suppo, um, support that committee, working with the Women's Suffrage, um, um, uh, Committees and the efforts around commemorating the hundredth-year anniversary of the 19th Amendment, and there's a couple of different initiatives that are going on around that.

And I think as we move forward, really particularly focusing on boards and commissions in general, um, looking at, you know, the work that working with, uh, Mr. Gianetti

about the work that was done, about the survey.

And really trying to look at, um, how we get people to want to serve on boards and commissions, how we make sure that they're more representative, working with individual boards and commissions to make sure that their agendas and, you know, that, that we're following some really consistent, um, policies and, and protocols about posting, you know, posting, um, what our plans are for the year and what kind of issues are being talked about, and that that's clear to the public.

So that's a little bit of a longer term, but it's been, um, a, a real priority for a long time.

CITY MANAGER LOUIS A. DEPASQUALE: Why don't you just say what we've been doing for the last couple weeks.

COUNCILLOR DENISE E. SIMMONS: Ms. Matthews.

ASSISTANT TO THE CITY MANAGER JENNIFER MATHEWS: Thank you. Through you, Madam Chair. So as, as Lisa and, uh, Louis have said, this is the beginning of my third week, so I, I've--thank you very much for bringing me up and introducing me to those of the council that I haven't met yet, and I look very much forward to working with all of you.

Um, you know, I've really been trying to get that broad sense, uh, and get my bearings in the last few weeks, attending the council meetings, meeting on various commissions and committees that I have been learning and getting up to speed on and, and really going through this budget document as well to try to figure out where the city's priorities are, both the council and then through the administration and the manager's office.

Um, briefly on my background, and I think why the city manager is saying there's going to be this new position that will focus very much on the, the outreach and the community engagement, and I trust that I'll be working very closely with that person.

My background is a little more in the institutional and organizational side. I've come from the State House, um, House Council's office for the past six years, staffing a particular representative who actually had a part of Cambridge, uh, for a year before that.

So I'm a Cambridge resident as well. I'm very much looking forward to contributing to the city. Uh, but I do have much more of that kind of internal and organizational best practices work, and that will be how I'm contributing

through the projects that Lisa has identified.

COUNCILLOR DENISE E. SIMMONS: Thank you, Ms. Mathews. Any further discussion or questions? Okay. Hearing none, I think we have exhausted this, this part of it. Ms. Mathews, again, uh, welcome.

Um, Mr. DePasquale, I would say going forward in the onboarding process, be--it's lovely to find out about, uh, new employees, and I apologize for conflating the two positions.

So I would like to entertain a motion to forward the Executive Leadership's budget with a favorable of recommendation. On a motion by Councillor Carlone, all those in favor? Opposed? Ayes have it, and the matter is so forwarded.

We moved now to Diversity, which was pulled by Councillor--there's too many people talking, Diversity, which was pulled by Councillor Siddiqui. Councillor Siddiqui, you now have the floor.

COUNCILLOR SUMBUL SIDDIQUI: Thank you, Madam Chair. Through you. I, uh, wanted to briefly touch on this. Um, I've had the privilege to get to work with some of the employees who are volunteers on, um, the committee. And,

uh, they've been, they've been wonderful.

I, I understand that the, you know, you, we say it up here that it's, uh, comprised of volunteer city employees. I'm curious, are we tracking volunteer hours, uh, or are they asked to track volunteer hours?

Um, I think just as a--I, I've done an, I, I've done a lot of pro bono work and usually non-profits will ask you to keep a tab on how many hours you're doing. Um, and in this way I think these are our own employees committing volunteer hours.

So I think that, uh, that would be good to know it if we can say it comprised of volunteer city employees who've spent X amount of time. Uh, I think that'd be an important measure.

DEPUTY CITY MANAGER LISA PETERSON: Yeah. Um, we're not in a systematic way. I mean, I do want to say they're doing this during work hours, so they're certainly getting paid for it and they, and they're, and they're letting people know, certainly they're talking to their supervisors so their supervisor is aware of when they're doing something other than their, um, other jobs.

So there--but certainly we can, we can track how many hours, uh, people are, are, um, dedicating to the employees committee on Diversity as well.

COUNCILLOR SUMBUL SIDDIQUI: Great. And I understand that the ord, other ordinary maintenance covers, uh, the, the, there's the breakdown that has the professional technical services, there's admin, admin and general supplies, there's food and food service supplies and, uh, other supplies that are, that's the breakdown of it. And I'm glad that there was an increase.

I would love a better understanding of which events, uh, you know, you say such as Hispanic Heritage Month to get a list and po, potentially for next year have, you know, this is how many events that have been put on because you--the employees work very hard on this and are committed to doing this. They've--I'm working with some on the community, uh, if they're for example. Uh, and so the more detail we can get, get on what actually happens in a, in a systematic way would be great.

COUNCILLOR DENISE E. SIMMONS: DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: Absolutely. We can work more closely with them, through you, Madam Chair, to

get the specifics. I know it changes here, the years sometimes on some of the events, there's some we continue to do.

And I think one of the things that we will continue to do is, obviously these are important events and if events come up that have not been budgeted, we are certainly open to have discussion to make sure that we're doing everything we need to do to put these events on.

COUNCILLOR DENISE E. SIMMONS: Siddiqui.

DEPUTY CITY MANAGER LISA PETERSON: Um, Mayor, um, I'm sorry, Madam Chair. I, I just want to clarify, the \$17,000 that's in the other ordinary maintenance account is sorta, it's an amount of money that supports the programming for the Employees Committee on Diversity, it employs the programming for the Civic Unity, and it also supports the programming from the, um, LGBT+ Commission.

So it supports all three. And yes, I think we all agree that it might be helpful to be able to give a little bit more breakout about how that money is used and supported and it can be augmented when they're short by other department's budget 'cause the bottom line is we want to make sure these programs are able to, to move forward.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Great. Thank you.

COUNCILLOR DENISE E. SIMMONS: Fur, further discussion from the Committee? Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. And through you. I, I want to thank the city manager for, for this program and just add my support, uh, to getting more details on what exactly we are doing with these funds and, uh, ideally seeing even more programming around this activity. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you Councillor Zondervan. Further discussion from the Committee? Uh, thank you. Then a few questions of my own.

Uh, it says on page V20, I can't give you a paragraph, but it--almost to the bottom, second to the last paragraph, in fiscal '20, the city will conduct a comprehensive needs assessment through a diversity, equity, and inclusion lens of every city department.

The initial results of this review will be completed, compiled, and a trend analysis report that will then form the basis for a formal, a formal, adaptable, sustainable, scalable, measurable recruitment hiring promotion plan

document to serve as a roadmap for all city recruitment, hiring and promotion actions.

Two questions. So what's that costing us? Um, how are we going to qualify and quantify the end result? And what have we been doing prior and what did we spend on it? What's the, where's where, how do I follow the money?

This--it goes back to the follow--the money question. A little supportive of what Councillor Siddiqui has says, if we're doing all this div, diversity, inclusion, I find it difficult to track it and then, and say, "Okay, well, we, we spent \$10,000 on this, this is what happened and this is the outcome."

I don't know, did we do before and after interviews, so this is what this department was doing at the beginning of fiscal '19, '20, and now in fiscal '20, '21, this is where they are. This is how much money we spent on it. It wasn't enough, it was too much.

That kind, you know, how do we justify the spending? You know, 'cause if one takes a sort of cursory look or works on or goes by anecdotal information, we--it appears that we don't do enough. And if we're doing more, then the council needs to know that so we can say, "Yes, you know,

we spent a hundred dollars on a consultant. This is what we got from it and this is what we think this is gonna go."

So for me, I want to know first is how much are we spending on this consultant, how long is it gonna take the consultant to do this work, and what have we been doing prior, uh, shortage of standing still, um, around that particular topic.

DIRECTOR BETSY ALLEN: Thank you, Madam Chair. Um, I'm Betsy Allen, the Director of the Office of Equity and Inclusion, and I'm pleased to be here today to answer your questions.

And to specifically answer the question you just asked, uh, we are spending about \$300,000 on a comprehensive project that we're calling, uh, a roadmap plan for recruitment, hiring, and promotion, so RHP for short.

And in this project, uh, the consultant team is going to help us, uh, leaders, managers, department heads, look at how we are doing recruitment locally and nationally, uh, for jobs, how are we hiring our staff, what are the best practices in the industry through a lens of diversity, equity, and inclusion to do all these three things, so that

at the end of this project, we have a roadmap or work plan that would outline a set of policy recommendations in those three areas through that lens that the city manager can then, uh, approve and we can rule out.

And this plan in the RFP that we, um, outlined, we, we specified that we wanted immeasurable, scalable, something that could be adaptable to particular departments, um, and also accountability. We want to know who's helping to, um, help us increase our diversity and who needs more support in getting us there.

And to answer your, your, your other question, the other part of your question, what have we been doing thus far? Essentially, we have been focusing, focusing on three things.

It was important to us that we develop a learning organization. It's not enough to say to our employees, "We need you to do this," but not equip them with the tools and, um, what they need to do just that.

And so we have been inspiring our staff to learn, to develop new pedagogy and new learning, to create this learning organization.

To do that, we have set aside some funds to actually

look at our value in diversity training, which we feel could be updated, um, our sexual--preventing sexual harassment training, which we also feel could use some revisions.

I also want to add to the list of required trainings for staff an anti-discrimination and an anti-harassment training, so that we have a floor under our employees saying, this is what you are not allowed to do, this is what the city expects of you, and this is, um, what compliance looks like from our perspective.

And so we want to arm them with that information, and in addition to that, we want to do the other part, the value and diversity, the equity, the inclusion, the implicit bias, the microaggression.

Um, and so they have a, a varied menu of opportunities for growth, for personal growth and developmental growth, so that our staff not only represents as well, but our staff knows how to interact with each other and with our community so we can serve residents better.

And so that's part one, focusing on the entire staff. Part two is something that deputy city manager has been spearheading along with me and our steering committee to

equip our leaders and our managers so that they are empowered to lead in a way that is equitable and inclusive.

And so in 2018--

COUNCILLOR DENISE E. SIMMONS: I'm sorry, it says, equip leaders and managers to do what?

DIRECTOR BETSY ALLEN: To lead in a way that is inclusive and equitable.

COUNCILLOR DENISE E. SIMMONS: Okay.

DIRECTOR BETSY ALLEN: With that said, we--did you want to add something? With that said, we had trainings for these leaders in structural racism, in identity awareness, and the city manager is going to roll out what we are calling a set of leadership expectations to support equity and inclusion that would formalize and codify exactly what you were saying, what do we expect of our leaders and our managers to support this work? And that's something we've been working on and that should go out in the next few weeks.

From the moment I got here, I've been saying, and uh, that this work is not gonna be done with just me. Um, and that for us to be successful, we need to have everyone on board, everybody willowing the same direction.

And so I'm very proud to say that with this set of leadership expectations, one of the most transformational things that I've seen since I've been here is that, our leaders, our managers, our department heads actually have absorbed the understanding that equity and inclusion is also part of their core responsibility in addition to managing the staff successfully. So that is something that we're proud of. And--

DEPUTY CITY MANAGER LISA PETERSON: And how do we know that? You said we, we know that. How do we know that?

DIRECTOR BETSY ALLEN: How do we know, well, we are number one, training them to ensure that they do know that. This plan, as I was, um, saying earlier, will have an accountability and a measurable, um, part so that we know who's making progress and who's not making progress.

Part of my job also is to sit with the managers and look at the, the, their staff and say, "Where do you think you could make some improvements in the areas of equity and inclusion and diversity?" And some departments need more improvements than others, but--and some departments are doing phenomenally well, and DHSB for one is leading the way in, in, in its race and equity, and we'd like to see

more department heads, uh, follow that model, so to speak.

Um--

DEPUTY CITY MANAGER LISA PETERSON: And the third? Through, through, um, through you Madam May, um, Madam Chair. I can't get through mayor, but how do I say Madam Chair.

Um, you know, the, the, um, Betsy is talking about several different things here and I think your point is extremely well taken in that we can do a better job from an expenditure perspective of really showing what we're spending because it is in many different places.

So even the \$300,000 that we're spending on the consultant to be working closely on, on developing best practices and policies around hiring, recruiting, and promoting, half of it is paid for in this year's budget and half of it is paid for--will come out of the fiscal year '20 budget.

And there's no way for you to see that in this budget. You don't know that \$150,000 of that is designated for this consultant.

Um, some of the training, the really important training that Betsy was talking about for, for a leadership

around identity awareness and structural racism, a lot of that is coming from the Personnel Department budget.

Um, looking at the valuing diversity training and whatever consulting support we're doing to try to augment that, to improve that to, to look at that, would be coming out of the Personnel Department budget.

We have been also--others have been working with the other consultants to really--well the training, the training that we've been working with and through the development of the leadership expectations, I would say that we're really pleased, been working very closely, uh, with the manager and I and um, consultants to really work on developing these sort of core beliefs and leadership expectations.

And we're, um, going to be rolling them out in a sort of pilot way with sort of 25 of our top leaders. And the reason why it's a pilot, it's not that the expectations are a secret or anything, but we really want to make sure we're getting the accountability and the measurement about that right.

And some of this is about self-reflection, so people need to be able to do this honestly and they need to be

able to do it anonymously.

And so we've just started with the first baseline assessment for--that people should be doing. And then we're having a session to roll this out on May 15th, and then we're gonna be looking about like--so we'll be talking about it in the aggregate but not individually because we really want pe, individual leaders to--including us sitting here at this table to be developing our own plans about how--where these expectations we need additional training or what we need to be working on, um, and what kind of team or partnership or support we need to be able to do.

That's because we know this work is really challenging, um, and maybe I should just speak for myself. It's challenging work and it's a, a really important work.

Um, but then we will have some data and we're trying to sort of model how do we get data to really say, is it working? The leaders feel like they're making improvement and then we then feel ready to roll it out to the next group of 25 or 50. So we're really trying to do this in a very thoughtful and a very thoughtful way.

CITY MANAGER LOUIS A. DEPASQUALE: Um, Madam Chair. I think--

COUNCILLOR DENISE E. SIMMONS: Mr. DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: --uh, the one thing that you have made clear to me from the time I was even interested being city manager is a scenario we need to do better in.

And I think we are really trying to do that right now, but money doesn't mean we are doing better and we have committed probably over half a million dollars to try to do better. But one of the things I've told all the consultants is I need measurable activity after--once this is in place so I can say, "Yeah, I spent X and we're trying to do all this," but if it doesn't show that we are, I can't, it doesn't mean a lot.

Uh, the statement's great, but how do you show that we are making improvement? Huh? So one of the things that we will come true with is, is to set a roadmap that says, here's where we were, here's where we want to go and how are we getting there?

And there may be some areas that take longer, but it's gonna be a plan to show that we are taking this incredibly seriously 'cause we are, but we're not only taking it serious, we're actually doing it.

And I think those are two different things sometimes and the real goal here is to say it's important, but we're also showing why it's important 'cause we're actually measuring that it's happening. And I'm hoping that a year from now that we would be able to really have some measures and activity to show this is what we've done, but this is the reality of what it means, what we're doing, and I think that's the most important piece of this.

But the discussion isn't great, and I will say the support from all the individuals involved have been incredible, and I think the consultants have felt that.

This only happens if everybody buys in, and the buy-in from all the people that have been involved has been exceptional, and I want to thank them for that. It's too important not to make it exceptional and we will get there, I assure you.

COUNCILLOR DENISE E. SIMMONS: Thank you. I mean, it's certainly important that we need to only look forward, but look back. Uh, it's the City Council's responsibility for two things, policy and our fiduciary responsibility.

And so I--speaking for myself, it's important to know, again, I, I use the cliché for all the money, so what

monies are we be spending right now? This money that we're spending \$150,000 for this year and then next year, you know, what is the anticipated, um, outcome? But it's important to have a baseline, so where are we now?

You know, in terms of, you know, how do we currently evaluate our department heads in terms of our current employees grooming them for promotions, retraining them, particularly women and people of color. Is that, is that happening? And if not, why not?

Because then where's the money going? Do we currently do that?

DEPUTY CITY MANAGER LISA PETERSON: Could you, um--

COUNCILLOR DENISE E. SIMMONS: Do we currently evaluate our department heads, you know, where can I see that in the budget in terms of cultivating employees, grooming them for promotions and retaining them? Where is that in the budget?

DEPUTY CITY MANAGER LISA PETERSON: Yeah. We do not currently have a systematic, formal, uh, evaluation system for employees other than for our, um, uh, new employees, our probationary employees. So we don't have a systematic way.

We do certainly--informally, we give in--we give feedback, we meet with people regularly, um, and that, that is something that we do need to be improving and working on, and that would be something that would be in the, um, uh, Personnel Department.

COUNCILLOR DENISE E. SIMMONS: And, and thank you, Ms. Peterson. I'm somewhat disappointed because we put it on our stationary and we talk about it all the time and it's certainly, um, it talks about--we say we want diversity and you know, we just had a--went through a battery of very important discussions on the city level with our, our residents and we're not doing it.

And so I think it's important, I would like to say, you know, I find it hard to believe that it's not happening anywhere. So maybe not now, but I would like to see where we've spending, we, we have been spending our money in any place in the city looking at cultivating our employees 'cause it's good that we're going forward, but it's, it's disappointing that we have not done it in the past.

Because, you know, not too long ago, we spent out \$10 million. Why? Because we weren't paying attention. It wasn't your fault, Mr. DePasquale, I'm not letting it at

your feet, but I am laying it on the feet, at the feet of the council and the administration because we are only one misstep from that, if we have not paid attention, um, to that and we could, it's, it's easier to pay for training, for promotion, retention, and, um, support than it is to pay a huge civil suit because we didn't do that. And, and then--so I don't know why that has not happened. Um--

CITY MANAGER LOUIS A. DEPASQUALE: Through, through you, Madam Chair--

COUNCILLOR DENISE E. SIMMONS: --so I just want to-- from a budget perspective, I have to express my disappointment.

CITY MANAGER LOUIS A. DEPASQUALE: I, I would say the training piece has happened tremendously. The actual monitoring with the departments and specifics have not, uh, but in terms of training of employees, in terms of training of department heads, I think we have done an incredible job, at least we can talk about the specifics.

The actual measuring of where they're doing and how they're coming is something that we've not done. And that's one of the goals here is to say, now we have something in place that we all agree makes sense, that is the way we

should be following, and then we will be able to get to exactly what you're saying.

If this was our goal, how come we didn't get there? Where are we? Where are the shotguns? How do we improve? But the training piece of this to making people aware of what we expect, we have spent a lot of time on, but the actual accountability of making sure the people are where they should be is where we're trying to get to, and I think this will be a big help to that.

But I think Lisa can talk a little more about the trainings that we've provided 'cause she's been the leader.

DIRECTOR BETSY ALLEN: And I can as well. Um, through you, Madam Chair. Uh, we have had a longstanding practice of training our employees and as-- Yes.

COUNCILLOR DENISE E. SIMMONS: Hold on just a second. Because to keep--I want to keep this in the context of the budget. So not to, To cut you off, but to kind of keep it in the, in--consistent 'cause it's a budget question.

If we are doing training, how much is that costing? What's the result? That's what I want to know. So what I think it--this begs is that the City Council has been ho, hopefully negligent. I will take responsibility, I'm not

blaming and calling my colleagues out that we have not been paying more attention to this department, this division, and this work where we talk so much about diversity and conclusion--and inclusion.

So my question to you be--more specifically is, who's doing the--how much--is this training costing us consultant money? Coz we're buying another consultant now to, to do reten, re, retention, recruitment and promotion. What are we spending right now? If we're doing these trainings where--how much are we spending and where are we spending?

DEPUTY CITY MANAGER LISA PETERSON: Yeah. Um, Madam Chair, um, I would like to get back to you. I mean, I, I agree with you that we don't do a good job with showing that in the budget because it is in a lot of different places. Some of it is being done in-house by in-house people, so that is budgeted through salary and wages.

Some of that is being done by consultants, and that is either, um, in the, um, diversity and equity budget, equity and inclusion budget, or it's in the Personnel Department budget, or it is in the Human services Department budget, or it's in the Police Department budget.

So there's actually, or it's in the Domestic Violence

and Gender-Based, um, Domestic and Gender-Based Violence Prevention that done a lot of work on, um, on this issue as well.

So it is in a lot of different places and we can do a much better job of showing you, uh, where the training has been.

I think even more importantly, and, and I hear you certainly, um, loud and clear that, you know, we need to weave them together rather than just them being siloed trainings too. And that's what's having measurement and being accountable for what, what people, um, what trainings people are going through, and then perhaps even what, what people are personally learning from it and people doing that is something that we need to be stronger and really sort of learning from.

In terms of hiring goals or, um, promotion goals, just being able to measure that. We do have a very, as you know, I think a very robust, um, dashboard about data on our website, about, um, uh, um, individuals in different positions across gender and, um, and race.

Uh, but I think that we can do better with, with looking a little bit more by the large departments and, you

know. So I think those kinds of areas we'll be looking to approve--to improve on.

COUNCILLOR DENISE E. SIMMONS: So as not to hold up this discussion any longer, it would be important to get that information at a later date to the council so we can sort of--this is what we're currently spending on training.

And the last thing I would say, relative to the consultant, um, I hope that after we spend \$300,000 on this consultant, we'll also be left with the tools to do our own training in house so that we would not have to go outside, um, and get someone to do this for us.

And so the very last thing I would say, so the, um, office of eco--the Inclusion has this very long narrative of what the work it does. And there's this whole other piece, and it's on page V21, first paragraph, which talks about compliance.

A vital component, component of OEI's work is in the support of both the city and its employees. Supplements these three prong--approaches that--and upholds the city's commitment to equal opportunity.

Fiscal '19 OEI reviewed and approved over 25 roads bu, and building construction bids from compliance with the

minority business enterprise program. OEI annually processes, processes, workforce reports for federal and state agencies and monitors all equal employment opportunity and non-discrimination laws to ensure compliance.

And it says OEI helps departments set and achieve diversity goals, on and on and on. I, I'm gonna say what I've said earlier, that's a lot of work and you have one person doing it, it appears, and maybe the, the city manager should look at bifurcating this department.

Our commitment to the work is seen in some ways by what money we put to support it. And if you have one full-time job, which is compliance all by itself, and then you have another full-time job that is recruitment training, recruitment and training and monitoring it--that--in my opinion, they have departments in other places that do that, and we just have one person.

And is that really, is that really giving fair and just to the whole idea of having a city that is really supportive of all its employees and we haven't even--were laid pay equity on that as yet.

So I'm not even gonna talk about that because I want

to advance the discussion. So I want to end with that. I wanted to see if there's anybody else that wanted to speak to this department.

CITY MANAGER LOUIS A. DEPASQUALE: Can I just add one thing, Madam Chair? I just talked to Taha and I will work with the city clerk. Hopefully, we can put some sort of consolidation together for at least the night of adoption. It might not be as detailed, but I would be happy to try to present that if that makes sense.

COUNCILLOR DENISE E. SIMMONS: That'll be helpful. Thank you.

CITY MANAGER LOUIS A. DEPASQUALE: Okay. Thank you.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Thank you, Madam Chair. Through you. Clarifying, clarifying question. We, we got a PIO update on, uh, working ideal and this is working ideal or no. Who are the consultants?

DEPUTY CITY MANAGER LISA PETERSON: I'm sorry. There's a, there's a port--through, um, Madam Chair. Um, there--a portion that we're talking about, which is developing, reviewing and developing the best practices and policies around recruiting, hiring, and promoting is working ideal,

right?

It is not--so there's--the work around leadership expectations and other training is not working ideal. But working ideal is very specifically looking at the recruiting, hiring, and promotion practices and policies.

COUNCILLOR SUMBUL SIDDIQUI: And that's a year long initiative?

DEPUTY CITY MANAGER LISA PETERSON: Yeah.

COUNCILLOR SUMBUL SIDDIQUI: Okay. Yeah. I think it's--there's so much going on and so it's a little bit confusing to, to follow. Uh, okay. So thanks for clarifying.

I, I wanted to, and Betsy, you and I have talked a little bit about this, but I think it's important that the council hears as well the, uh, that we've signed up, uh, to be--the city has signed up--the administration has signed up to be a member of the Government Alliance on Race and Equity, which is a national network of government working to achieve racial equity and opportunities for all.

So, could you speak a little bit about, uh, I know it's a recent thing that's been, that's been done, but speak to that briefly.

DIRECTOR BETSY ALLEN: Certainly. Um, through you, Madam Chair. Councillor Siddiqui. Yes. We did sign up to be an associate member of the Government Alliance of--on Race and Equity.

And as an associate member, that only covers the departments under the city manager's jurisdiction. In order to be core members, this would be, as I was saying in the email, a discussion for the City Council, the city schools, and city administration. Through GARE, we have access to articles and seminars and conferences, um, regarding the work of racial equity, um.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Thank you. Through you. I think it's great, I've heard only good things about this association, and I think as we move forward, uh, as we evaluate how helpful this is, I think we should have a broader conversation of, it's not only the city and who else can be a part of it.

So perhaps you can keep the council up to date on the relationship that we have with--as a, as an associate member.

And then moving on to the uh, -21, councillor, uh, the

Chair mentioned the, uh, reviewing the--over--reviewing and approving over 25 roads and buildings. Do we have an idea what--how it was the year before? Uh, was it similar--on par?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. Yes, it is pretty consistent, but depending on the pace and the scale of building construction around the city, it could be more than that.

COUNCILLOR SUMBUL SIDDIQUI: Yeah. I, I'd love to see the number go higher given how many roads and buildings we, we are working on that we do comply even more with the enterprise program.

And then it's mentioned that the office conducts workplace climate reviews. How often do those reviews aft-- happen?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. Uh, it would depend on whether or not I get a particular allegation that is serious enough that we would look at the, the interactions within the departments.

So we're, I'm happy to say that we don't get those

very often, but we ha, we've had two that we looked at, uh, for workplace interactions to see where we could, um, make some modifications be helpful.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Okay. So it's like a add needed basis?

DIRECTOR BETSY ALLEN: As needed. Absolutely.

COUNCILLOR SUMBUL SIDDIQUI: Yeah. I, I think cli, workplace climate reviews are--should be somewhat consistent, even if there's no problem. Coz I think sometimes if something does happen, and this is my personal experience in different workplaces, something has happened, I'm not in--maybe it's--it is doesn't bothering me at that moment, at that moment, or bother me after. Uh, it's good to also be proactive, so that's just a comment.

I think that's all I have for the questions. Uh, I think the pres, presentation that you did as part of--that the city did as part of Digs DEEP, I think it is important that we share with the community, so we should do that in some fashion on a yearly basis. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor, uh, Siddiqui., The clerk has asked, and I think it may have

morphed into this, are we doing diversity and equity and inclusion together? I don't think so, but I think we kind of--the, the two are so closely related, it's hard to sort of separate them apart, but we're really in diversity. uh, Councillor Zondervan, Councillor--

COUNCILLOR SUMBUL SIDDIQUI: Yeah. I think, I, I, I thought we were doing them both together, but--

COUNCILLOR DENISE E. SIMMONS: And I'm with you. That's all right with the council, if we could just continue the conversation and it becomes diversity, equity, and inclusion then I'll move, uh, make a, uh, ask for a motion to adopt them both simultaneously. Excuse me. Councillor Siddiqui, do you yield the floor?

COUNCILLOR SUMBUL SIDDIQUI: Yes. Thank you.

COUNCILLOR DENISE E. SIMMONS: Okay. Uh, we-- Councillor Mallon, did you want--Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Um, first of all, thank you again for this important work. Um, you mentioned the association that we are associate member of and that, I apologize, it, it went right by me. Could you say that again.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. It's

the Government Alliance on Race and Equity. GARE.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you.

And, and you mentioned that we are an associate member, but that we could become a full member?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. Yes. In order to be a core member, an entire jurisdiction would have to make that decision. And so that would include you and the rest of your colleagues, uh, the city schools and the city. And so what's relevant for us and appropriate right now is that associate membership.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Got it. And would there be a, um, fee associated with core membership? So is there a budgetary implication?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. I-- it's a thousand dollars, I believe a year, to be a GARE member, an associate GARE member. And I would imagine it'll be a little slightly higher than that to be a core member.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you

very much.

COUNCILLOR DENISE E. SIMMONS: Further discussion.

Councillor Mallon.

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

We are doing, um--

COUNCILLOR DENISE E. SIMMONS: Yes, with the, with the Committee's approval that we take up--'cause we kind of morphed into that to diversity and equity and inclusion. Is there no--any objection to that? Hearing none, please continue.

COUNCILLOR ALANNA M. MALLON: Great. Thank you. And I'm glad to hear that we are an associate member, um, with GARE because I think they're doing incredible work. Um, I know the--to have a municipality's full commitment, like Seattle has done a full commitment to the, the GARE process and work and, um, I gotta tell you, anytime I'm looking for really innovative strategies around race and equity, it's always pops up Seattle first, they're doing some great work.

So I would like to think about at some point moving, um, to a full membership and seeing if we can fully commit like places like Seattle.

I just wanted to go back, um, under the fiscal year '20 objectives and performance measures, I noticed that, uh, monitor, monitoring all city funded construction projects for con, contractor compliance has moved sort of from the narrative of the FY '19 budget into the performance and measures, which I'm glad to see that it is getting called out as something that we really want to focus in and look at.

Um, I'm curious around the monitoring, is it just during the bid process or is it post bid to ensure compliance? I mean, I think you can put in a bid and say that 10% are gonna be minority and women, um, but who's doing that monitoring? If that's, if that's what the performance and measure is, and how will we report that back out?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Through you, Madam Chair. Uh, when I get the purchasing documents from, uh, the Purchasing Department, I look to see that the 10% is allocated to a minority business enterprise through verifying on the state's website that this act--that this company is actually, uh, a minority owned.

And then I keep a copy of the documents and periodically would get back to the, um, the organization to make sure that that happens. And I--also, the Purchasing Department is supposed to get back receipts that this money's been paid out to the MBE.

COUNCILLOR DENISE E. SIMMONS: Ms. Allen. Oh, Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. So that's on products or services, but what about construction projects when you have like a city funded construction project? Like the Tobin School for example, is gonna be a large construction project and we're gonna be requiring 10%, is that right?

COUNCILLOR DENISE E. SIMMONS: Ms. Allen.

DIRECTOR BETSY ALLEN: Thank you, Madam Chair. Um, so any project that meet the re, require--that would meet the requirement of the MBE, would be subject to that percentage and purchasing cannot issue the, the, the, the bid without that--my wa, without my waiver that that's been met.

I don't know that that actually answers your question, but I only get the ones that are relevant to the MBE requirements. Not all projects in the city come under that

MBE requirements. There's some, um--

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: So, um, I'm looking at Lisa--Ms. Peterson because she looks sick, she wants to answer, but I was under the impression that city projects had a percentage since like 1983 of having a certain percentage of minority and women on the project.

DEPUTY CITY MANAGER LISA PETERSON: Yes. That they need to--

COUNCILLOR DENISE E. SIMMONS: Ms. Peterson.

DEPUTY CITY MANAGER LISA PETERSON: Thank, thank you. Um, through, um, Madam Chair. Um, we do, and that is what, um, Ms. Allen is checking for compliance in terms of their MBEs.

We are able to check upon requests, they need to give us their, um, their wage sheets, right? So we can ask for, um, confirmation through their, um, certified payrolls.

Uh, and it's really, I believe up to us to ask rather than--I mean it used to be many years ago that we had a, um, compliance officer that would be going out in the field and I think we weren't finding that that was the most effective way to do it.

So it's really a matter of sort of checking on, uh, certified payrolls. So with large construction projects, we will be setting up that process to do that.

COUNCILLOR DENISE E. SIMMONS: Councillor.

COUNCILLOR ALANNA M. MALLON: Yeah, so I guess the--up to us to ask is where I'm asking us to really--if we're--- for a performance measure, saying monitor, I think setting up some kind of regular--just so it's regular, um, and then we can report that back out.

Uh, particularly like I said with the, the bigger school projects and municipal projects that's, that's a lot of minority and women on construction workers businesses that we could be fully supporting if we're making that effort to monitor it, um.

DEPUTY CITY MANAGER LISA PETERSON: Excuse me, I, I just wanted to add that, um, that information is often going through the project manager. So Michael Black, for example, is working directly with W.T. Rich at the King Open School about their data. And if there was a problem with anything they would then be in touch with, with, um, Ms. Allen. But it would be good for us to tighten up that process and to make sure that we're being as proactive as,

um, we, we should be.

COUNCILLOR ALANNA M. MALLON: Okay. Great. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Mallon. Further discussion? Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. I had the opportunity to, uh, do a, a little bit of research and, and it looks like it would cost us about \$3,000 a year to become a, a core member. So, uh, with um, support of my colleagues, I would like us to explore, uh, doing that. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Zondervan. Is there further discussion on this matter? On the combined Department of Diversity, Equity, and Inclusion, on a motion to refer this to this--these items or departments to the full City Council with a favorable recommendation. The motion is being made by the Vice Mayor. All those in favors say aye. Opposed? The ayes have it, and the matter is now forwarded to the City Council.

We will now look at Public Information. This is pulled by the Vice Mayor. The mayor is in the chair.

VICE MAYOR JAN DEVEREUX: Okay. Um, thank you. Welcome back to the chair. Okay. Are we ready? Um, okay. So, uh,

through you, Mr. Mayor, um, and welcome back too Lee Gianetti.

Um, so actually, the first question I was gonna ask I think has already been covered and that was to ask you about the digital equity study. Um, so we will, I'm sure get an update on that when it's a little further along.

Um, going to the next area of interest, um, you mentioned, uh, working on certification through a group called What Works, What Works Cities which is part of the Bloomberg Foundation. Um, which as I understand it is, uh, the goal is to improve residents' lives by using data, um, and I know that we've been increasingly trying to, to gather a lot of data and figure out how to make sense of it, and how to help enable citizens to help us make sense of it through the open data portal and so forth.

So I wondered if you could talk a little bit about what that certification process is. I looked quickly at the Bloomberg website, it looks like Boston has gone through it, it looks like mostly larger cities. So I'm impressed that we're taking this on. And I noticed there are three levels you can be--go for platinum, gold, and silver. So I kind of wondered what our strategy is and if you could tell

me a little more about that.

DIRECTOR LEE GIANETTI: Through you, Mr., uh, Mayor. Um, just in terms of a little bit of background. In 2015, um, Bloomberg Philanthropies started an initiative called What Work Cities, and it really was geared towards mid-size cities, um, those between a hundred thousand and a million, uh, to help give capacity to the cities to better use data and evidence to prove outcomes for residents.

Um, it was a three-year engagement, \$42 million, they provided technical, um, assistance, so it wasn't a financial grant, it was very much less work through some projects, we'll give you technical assistance.

Last year, they uh, re-upped another 42 million and shifted the focus of the initiative to this, uh, certification framework. Um, they have 47 criteria that expand across eight categories, and what it's really about is letting cities know, here are best practice areas that you should be exploring and working towards in order to really be, you know, providing better outcomes and providing your staff with the skills in order to, um, better use data and evidence.

It is a certification process that's very much based

on how your city is accomplishing its larger goals, so if they want to know that a city is using, you know, their city managers and their mayors as a way to communicate, um, how we're using data in our day-to-day work, they don't prescribe how you do it, they just want to see evidence of it.

Um, and so we have a team that started coming together back in November, uh, to start to build out our implementation plan. Uh, our goal is at a minimum level to get to that silver level certification, you know, if we can go higher, um, we will.

But what you'll see is there was an initial round last year of certifications, I believe there were eight cities, uh, Boston being one of them that was, uh, certified. This year they did another round and some of the cities that went through the last moved up, others stayed, um, where they are.

Um, helping me right now and I guess helping me is not really the right word. Doing the work is, um, a core team that we have that's, um, comprised of the Cambridge Police Department, IT, our office, um, DHSP, DPW, Purchasing, and Community Development.

And this smaller core team is looking at, um, what our strategy is going to be to achieve certification, building out an actual communications plan, which will be beginning probably in a few weeks to roll this out, both internally and externally.

Coz this does involve, um, our residents 'cause we do want them to be involved and know what we are doing, um, 'cause, you know, it is about outcomes.

And the way we're gonna approach this is by having-- expanding circles going around. So as we have initiatives related to developing more formal data governance processes, you know, making sure that we're developing, um, policies, as we look at some of the open data initiatives that we'll want to move forward, how do we begin to involve more and more employees because this is a skill building process.

Um, what we get back by going through is really the technical assistance from, uh, the partners that are part of What Works Cities.

Um, through John Hopkins University, the Center for Government Excellence, uh, we're gonna have access to free online trainings for our employees around a lot of these

topics. Uh, they range from short courses that, you know, are self-guided to four-to-six-week online courses of being able to, you know, watch some videos, but then having the online, um, weekly sessions with the instructors and other members of cities across the country.

Um, we are getting an engagement through the, um, GovEx, which is the Center for Government Excellence, a year long project that we're gonna be working on in advanced analytics project.

So they, uh, have partnered us with one of their data scientists and they will be going through each step with us, so it's really a build with rather than a build for.

As you can see, everything is built towards building capacity. As we go along, um, our core team has monthly coaching calls with, uh, our Results for America partners.

So we're looking at best practices in terms of how do you build cross collaborative teams? You know, they're giving, you know, standard tools like a RACI model to figure out how you assign responsibilities within a team.

Uh, tomorrow's call, we're focusing on how do you start to map out how you go through organizational change as you institute these.

So the initiative provides us with support, um, and what we're really hoping the outcomes of this will be is for people in our departments who are doing fantastic work to be able to build some additional skills, be able to form connections across our departments so that, you know, the great work that the Police Department does around their data that other departments can replicate, that they can know, and that we can form, um, connections.

So that's really what our, um, initiative is about. It's, it's about a year and a half long engagement that I'm thinking it'll take before we go through the certification, uh, steps to see whether or not we've achieved these goals.

VICE MAYOR JAN DEVEREUX: That's, that's really exciting. Um, I would love, since it's a year and a half project, maybe later this fall, we could have a government Ops hearing to talk a little bit about, you know, just to bring the Committee up to date and members of the public if they'd like to be a little bit more involved.

Um, I--in the, the team that you mentioned, I didn't hear the Transportation and Traffic Department, and we talk a lot. I know Councillor Kelley certainly talks a lot about data a lot in that light. Um, so I don't know, I'm, you

know, it's cross collaborative so hopefully, uh, the Police Department, at least NDPW or NCDD are interacting with them.

The other way that I could see it being useful. Yesterday, um, we had a Economic Development Committee hearing, um, and talked about the retail vacancies and looked at a spreadsheet and talked about how that spreadsheet could be more robust and, and, um, perhaps more useful to--both internally and externally. Um, so that sounds, that sounds great. I applaud you for doing that.

Um, I wanted to jump over a little bit to the website and, um, the web strategy. Um, here, here's a--I mean, I, I guess we're still in the, in the process of, um, updating all of the different departments and we're, I think approaching 80% at this point in terms of getting everybody on the new platform.

It's, in honesty, it's kind of a long process 'cause I think you had already started it when I first took office in 2016 and it's still going on and they're still departments that are on the old platform, um, so I know it's, it's a time-consuming thing.

Um, do we have, do we have a sense of, of how this web

strategy is actually effective? Like from an analytics standpoint, are we getting more engagement? Is it--has it helped us?

DIRECTOR LEE GIANETTI: So in terms of--through Mr. Mayor. In terms of like our website usage, um, last year, um, either the date from now, we are at, uh, 1.7 million vi--users coming to the site and a little over 7.4 million page views.

So from a strategy perspective, and I'm sure IT will talk about this in their hearing, they're now working, um, actively on bringing over the large departments that were not part of the initial redesign, you know, that's DPW, Library, and moving on because they do become more complicated from a strategy perspective.

Um, where, uh, we've been spending a lot of our time is figuring out, you know, what is working well in the transition and where do we need to go? And it's sort of staying ahead a lot I hear from the councillors in terms of, you know, how do we make sure we're keeping the calendar up to date? How are we making sure that project pages are having current information?

And a challenge that I think we've had over time is,

we've had a very decentralized way that the website evolved, um, and it just grew organically, departments do fantastic work putting up, but it is a huge, huge effort to try to keep it up to date.

So we're trying to figure out ways to really consolidate information, make it so that you only have to update information in one place and then it will, you know, feed into other areas. It's very common sense, but it's not as simple.

So from a high level, I'm looking at things from that perspective and IT can really talk about the strategy they're taking for going through the, uh, redesign, they may have some timelines for you.

Um, the other component that goes with the web is thinking about our social media strategy and media strategy. So while there are, you know, three folks in our office, Ini Tomeu who's the Public Information Officer, Dan Rivello, who's the 311 Project Manager, there's communication staff that do fantastic work in our other departments and they are a key partner for me.

Um, and they really are doing the day-to-day work. You have, you know, Jeremy Warnick over at the Police

Department, Naja Cashmere in, um, the Traffic Department, Bridget Martin in Community Development, um, Munna Kingston in Library, uh, Kate Riley, who's the Community Relations Manager and DPW, and Greg Cook in the Arts Council, and this year DHSP is gonna be adding a new position.

So a lot of the work that I, I've been focusing on is how we bring this team together 'cause they sit in different departments and collaborate. Uh, I provide the sort of enterprise level tools that we use for social media management, for media monitoring.

Um, about a month ago, we had a half day retreat for the group to come together to start figuring out skill building, what support do they need, how do we leverage each other's strength so that everyone can learn from each other and better collaborate.

Um, so I've been spending a lot of time with that and it's, it's a fantastic group of people that we did not have four or five years ago.

So now it's making sure that as everyone is increasing their communications, we're doing it in a coordinated way, and that's really, I look at my role as helping coordinate, not tell departments how to do their work, but figure out

ways that we can leverage our best, uh, best strategies across all the departments.

VICE MAYOR JAN DEVEREUX: Yeah. I mean, I think that's great. I think that's the, one of the, the key challenges that we face is, is communicating with people and keeping the information up to date and helping people find it more easily.

Um, uh, I had a question in my mind and it's uh, well, something, I was gonna say something really brilliant, but you were so brilliant that it just completely, uh, drove off.

So I'll go back to another question. Um, the customer relations management, CRM system, um, can you talk a little bit about that? I know that's also something that you do with IT, so I don't, I mean, I think I pulled IT, but that's later, so, I don't want to step on that, but.

DIRECTOR LEE GIANETTI: Um, through you, uh, Mr. Mayor, to the Vice Mayor. So last July, uh, Dan Ravello came on as our 311, uh, Project Manager. And, you know, as the city manager mentioned earlier that, you know, customer service really is a priority in the city, um, and our departments, I, I think do fantastic, a fantastic job of

dealing with the public and providing customer service.

Um, if you want to see a great example, stand outside the city clerk's office and watch how the diversity of, not only the people that come through, but the types of, um, reasons are coming there, you know, they're coming from a joyous event, from having the birth of a child to probably one of the hardest events when you've had a death in the family and you need your death certificate. And to watch the staff be able to bounce between, treat everybody with dignity and respect and provide really great service, it, it's wonderful.

And you know, what we're looking to do with the CRM initiative is to not really focus on those people skills, but providing our staff with the technology skills and the business process skills to make sure that we're consistently doing it.

So how do we know that we're responding back to folks in a timely way in terms of email? How do we make sure that when people put in service requests that we can track it? What are those expectations?

So for the past nine months, um, Dan has been going through trying to formalize and clean up some of our, uh,

workflows around our Clixifix system, um, for anyone that receives any of the city, um, email distribution lists, and we have about 48,000 people that are across our newsletter lists.

Um, Dan's been going through standardizing them, moving them into a better template, we're trying to take a holistic look, so now that we have folks in a common place, we can start to do some analysis to see, are we sending out all our newsletters on Tuesday at noon? Uh, so we can really start to distribute them, help people with best practices.

Um, what he's also been doing is he's just started going out and speaking with departments. So we've spent some time developing out what we think a CRM system would look like from a solution point of view, but we're now going back to make sure that we're actually meeting the needs and what are those needs. Um, and that's needs from the departmental perspective, it's from a frontline worker perspective.

After we do that and we sort of define out what does excellence look like and where are some of the both explicit and latent needs, we'll start talking to the

community, um, both residents and the business community to sort of validate, this is what we think the project's really trying to do. Does it go through and meet the needs and expectations that, uh, both internal and external users have? Because the ultimate goal is to increase customer service.

A lot of the CRM project will focus on more of the digital side, but that is what supports the backend of that face-to-face interaction.

VICE MAYOR JAN DEVEREUX: Thank you. Um, yeah, so for instance, you said there are about 48,000 subscribers to all the different newsletters, and I think it's great that we've started a bunch of, you know, project, um, specific newsletters so that you can really follow something.

Um, do you know roughly how many people subscribe to the weekly city view newsletter that sort of has everything?

DIRECTOR LEE GIANETTI: Um, so we rebranded the Eline newsletter, which was an automated newsletter that would go out and we hadn't really marketed in a while, um, back in, I believe it was October, we had moved it over into the new format.

We're at about 5,000 right now for that, and that is a list that's growing and we're starting to do now, um, a push to let people know that it's there 'cause it's one thing to have your email newsletters, but if you don't actually market them, it doesn't make much sense.

Um, something that I think we consistently hear is, it is hard to find information in terms of what you can sign up for, so that's why we've now created a subscription page. So everything that you can sign up for the city, whether it is emergency alerts, whether it's for notifications for street cleaning, or any of these newsletters, at least live on one page.

You have to go up and individually sign up for them right now, we're hoping in the future that as we move to new technical solutions, we can make that easier for folks, but it is an iterative, um, process. Um, one of those first step was, put everything that people can sign up for in one place so you didn't have to know where to go, uh, across our websites.

VICE MAYOR JAN DEVEREUX: Great, thank you. Um, I think that's all of the questions I have, so thank you.

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

Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Chair. I, I don't really have questions so much as comments and I think this is a much bigger issue as the world turns digital.

And I am not at all suggesting that any government anywhere much less Cambridge needs to be Amazon in terms of its digital nimbleness and so forth. But I do think we need to get better. I, I just for kicks went on the open data portal to see where our parking information is, parking tickets, and it's still stuck on August 15th of 2018, which makes it very difficult to use that data to do anything useful, which in turn makes it difficult for me to talk to taxi drivers about enforcement, of, of taxi stand issues and so forth.

Uh, I called 311 the other day and that got me to a phone tree. So if, if 311 isn't really a phone number that takes people to something that's useful, which in my experience it did not, then I think we either need to change that or rebrand it into something else, but it's really not what I consider to be a 311.

Um, and I think we still have a long ways to go, and

this isn't a discussion for today and I didn't pull it, but I think we have a long ways to go in, probably in private discussions to figure out how to make the permitting at ISD and so forth work better and not have so much stuff building up at the window and so forth. There, there are a lot of big issues to impact their best done in private.

Um, and then I, I think the skill building part, sort of like I said, we, we're not gonna ever be Amazon and that's not my goal, and we have a whole lot of things that we are working on, inclusion and equity and all sorts of other employee training and staff development.

We're not all gonna be coders and I get that, but we also can't think that how we did business at any level in 1987 is adequate to what we need to do now. And this may come up again in the IT discussion and I understand it's really, really, really hard, but there are some relatively easy fixes I think. So no questions. Just a, a comment. Thank you very much.

COUNCILLOR DENISE E. SIMMONS: Further discussion?
Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Uh, Lee, I, I'm stuck back at, uh, What Works Cities, and I'm intrigued by that

and I thank the vice mayor for researching it.

I assume it, is it correct to assume that there'll be a, a final application or a report and what we've learned as a city and what our future strategies would be that could be shared with us?

DIRECTOR LEE GIANETTI: Uh, through you, Madam, uh, Chair. Yes. So when we're ready, what we'll do is we'll go through a formal assessment process, which is basically, they'll have for each of the 47 criteria, did you meet it? If we--you select yes, submit the following, um, documentation.

Then they have an evaluation committee that goes through and actually verifies this. If you reach their minimum threshold, they will then schedule a site visit where they actually come out and they speak--do more, and they speak with the staff that are doing the work.

Um, and then in the end you get an assessment report and hopefully certification. And along with that, you get a implementation plan for, here's where your next step should be. And I'm assuming that their ultimate goal will be if it's refunded to figure out how they continue that next level of assistance.

Um, and I think you'll see for anyone the type of assistance that Cambridge needs is probably very different than what Boston needs, which is different than a, you know, city like Kansas City, but it's all about growing and moving folks along their own journey.

COUNCILLOR DENNIS J. CARLONE: I, I just happen to be flying through Kansas City over the weekend, they need a new airport, but that's beside the point.

Um, I--so this is a great tool, uh, potentially for all the departments and working together, I, I think it's fabulous. I can't wait to see the whole package. Thank you. Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Thank you, councillor. More discussion--further discussion? Hearing none, I would like to entertain a motion to forward Public Information Office budget that it be referred to the City Council with a favorable recommendation. Councillor Siddiqui moves, moves. All in favor say aye. Oppose. Ayes have it, and the matter is so referred.

We now move to Tourism. This item was pulled by Councillor Mallon. Councillor Mallon, the floor is yours.

COUNCILLOR ALANNA M. MALLON: I'm just letting Ms.

Culbertson get settled here. Good morning. Uh, thank you, Madam Chair. Through you, um, to Ms. Culbertson and the city manager's office.

I just wanted to have a quick conversation about Tourism and, uh, our funding allocation from the city and how it supports tourism in the city and how it supports our overall city goals. So welcome. Thanks for being here.

DIRECTOR ROBYN CULBERTSON: Thank you.

COUNCILLOR ALANNA M. MALLON: Um, I, just to quickly give you a little perspective, we've been having a lot of conversations in this chamber over the last year about how tourism is a huge economic driver, uh, of the city, uh, for our retail and our--for our restaurants, particularly in our squares.

Um, but that across the city and in particular Harvard Square, we're really seeing that this is really a struggle for them, that foot traffic isn't there.

Um, retail is struggling sort of all over the map, but even in our squares where typically there were lots of people there, um, it's just not showing up in the register sales.

Um, part of this is, you know, in Harvard Square we

have lots of tours. I know every morning when I run through Harvard Square, even at six o'clock in the morning, seven o'clock in the morning, there's tons of people there. They get off a bus, they walk around and they don't always stay.

So, um, I know that part of that is that the city has not made it super friendly for buses to park and stay for long periods of time, and that's something I think we should work on.

But I'm just wondering, given all of that, um, I'm just wondering--lots of us are wondering what the Office of Tourism could be doing to be helpful to kind of try to drive some of that foot traffic. And I, I just really want to understand your budget and how we can leverage this funding to help with some of our struggling retail, um, as an economic driver.

So just to quickly go through your budget, 'cause it's just one line all in O-O-M, uh, there's \$417,000 worth of funding, can you just tell me a little bit about your total overall budget outside of what the city provides?

DIRECTOR ROBYN CULBERTSON: Absolutely. Um, first of all, good morning. Um, we, uh, when we were first established, the goal, and actually we were at the request

of the hotels and they, they said, we pay, you know, taxes and we feel like we should be getting something back because we actually fall, Cambridge falls under the Greater Boston Convention & Visitors Bureau.

So they're our CVB, regional CVB, um, they are just this year under new leadership after 30 years under a different leader, and also the state is now under different leadership.

So all of this is, uh, I'm actually on an advocacy committee with them to talk about redistribution of the funds and how it's marketed.

But currently, uh, we get from the Mass Convention Center Authority, we get a grant of \$50,000 and that is to help us stay active with the Greater Boston Bureau and help them in marketing Cambridge's a separate entity, but as part of their effort.

So we go to international trade shows and, and do some national marketing and some targeted advertising that drives business to our hotels.

Um, as far as the, the Tourism budget, which, uh, the Boston, sorry, the, uh, City of Cambridge gives us approximately 85% of our budget. We're not a membership

organization, which any of the others, the Greater Boston Convention & Visitors Bureau is, but we didn't want to set up this office to compete with both them and the Chamber and the various business associations.

So as such, since we're not membership, but I do belong to the Greater Boston Bureau and I'm on their board, we get included and I can, you know, market some of our businesses that don't necessarily belong to the larger organizations, so that's been a plus for us.

But, uh, for the small businesses, which is a big part to me of what makes Cambridge, Cambridge, that was never part of our funding thoughts, it was more about putting, um, people in the hotels, which we hope would drive traffic and also the restaurants.

Um, but we are now refocusing a bit since everyone is being very challenged with the retail market. So I'm participating, uh, in doing a presentation actually this, this Monday, I believe, um, for the small businesses to talk more about how they can market too.

In the tourism market, we provide a lot of services for them that I don't think they're all aware of, that are at no charge to them because they're in Cambridge, being on

our website and doing social media posts and trying to promote anything that's unique or special or happening with the small businesses, and also to try to tie them into the Chinese market, um, which is so heavy here, uh, in the summer.

Uh, the--what you mentioned before, the tour buses is and will always be, I think, uh, a very difficult situation because we want those people to come and some of the small businesses depend on that foot traffic, but to try to find places to put the buses while they have enough time to actually have an economic impact while they're here has been a, a real difficult situation, and that would be something that would help if we could have them here longer.

But, um, at any rate, so we've been working with the small businesses and we've been on the small business challenge through the Economic Development Department to try to help them improve storefronts and see how they can, you know, we've offered our services, if they want to develop ads for us to put on our website, uh, if they want to develop a social media marketing plan, we can work with them.

Uh, unfortunately, we've been without a digital marketing manager for the past four and a half months, which I've just hired a new person, um, she's been there two and a half weeks and she's getting a real grip on these things. And I'm--my hope is to get her involved in calling on some of these small businesses and telling them how they can become more involved with us. And I think that will start with our presentation on Monday so we can inform them of what's available.

COUNCILLOR ALANNA M. MALLON: Thank you. Madam Chair, through you. I'm, I'm happy to hear that, um, efforts are being refocused into this area because I, you know, the hotel industry and the occupancy rate here is very, very healthy.

Um, and so expending all of our \$417,000 on making sure that we've got people in, in hotel beds is, to me, feels like we could be doing a little, we could be doing a lot more with that, that \$417,000.

Um, and I'm glad to hear that you have a digital marketing person coming online very soon. I noticed that one of your, um, performance measures was increased in mobile or in Twitter and Instagram and following, Facebook

followers, but I was surprised that your FY '20 targets were so low, um, you know, a 10% increase in, in Twitter when you, you know, when you have, I'm trying to see, 2,700 Twitter followers, 10 percent's not that high.

So hopefully, your, your new person is a real go-getter and can really blow these numbers out of the water. Coz I think, you know, what I'm hearing from the business associations is they would really like the Office of Tourism to provide sort of an umbrella, um, and then the business associations kind of come underneath it and just have that real structure and support from the Office of Tourism, um, to provide that.

What is our greater branding message? What--why are we driving people here to Cambridge? We've got places that are, are killing us, like Assembly Square that has a real brand definition or, you know, the Greenway with all of--that's going on over there. Those didn't exist, you know, just a few years ago.

We've got Watertown coming online and so we're trying to figure out, you know, as a city, with what, struggling retail, but we also are--we have this major regional competitive disadvantage right now, um, and we have a real

story to tell.

Um, I also--I'm curious, you know, I checked out the website and um, you know, we have a video that's on the website that I, I don't necessarily think tells this full story of what we're doing in Cambridge. So I'm curious if you've got plans for a new, more dynamic, uh, video and if you could tell us a little bit about that.

DIRECTOR ROBYN CULBERTSON: Absolutely. I, um, the video that I believe you're referring to is our destination video, it's kind of what I take with us when we, when we go to, um, trade shows and things to give people a quick synopsis.

You get X amount of seconds on the screen to show them things, but we have, um, three other videos currently on the website, uh, they're under the section, if you go from the homepage, uh, under visit and go to neighborhoods, so when people read about each neighborhood, we're, we're making two videos per fiscal year, um, because we do have to pay for, uh, the videographer and whatnot.

And, um, so we have one on Central Square, one on Harvard Square and one on East Cambridge that we've done so far. Uh, our goal is to get, uh, Kendall Square and

hopefully Porter Square. I'm kind of waiting for, for the new hotel to open so we can include them in it as well.

But, um, so we keep those there. Um, they're, they're--and we will redo the destination video because it is a little tired now, it's ready to have, um, show a little bit more diversity as well.

When I was listening before, um, that's a goal of ours, and I do feel, um, if I can give an a side, uh, Cambridge is such a leader in this area. When I hear what's going on over in Boston or other places in the Commonwealth, they're playing catch up to Cambridge in, in many of these areas, and I want to make sure we stay on that cutting edge with tourism as well, showing that. So, uh, we do have some other videos in the planning stages.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Great. I, I'd love to see those. Um, I do think, you know, Boston does try to catch up with us on other areas, but we--I don't necessarily think that we're telling the full story of all the things that are happening here in Cambridge, and I, that's, there's a real story to tell here, and I know you, I know you know this.

Um, just going back to the conferences that you mentioned that you go to, to try to drive traffic and, and conferences and meetings here. Um, I will just throw out that there are kind of some out of the box ones that we could be thinking about.

We were at in the National League of Cities, uh, in March and, uh, was it Memphis, the, you know, there was just a random city there that, you know, was there talking about how great Memphis was and you have to come and they have--was it not Memphis?

VICE MAYOR JAN DEVEREUX: Excuse me. I think it was the city--

DIRECTOR ROBYN CULBERTSON: Nashville?

VICE MAYOR JAN DEVEREUX: No, I think it's the city where their next conference is gonna be, which I think is, um, South--

COUNCILLOR DENNIS J. CARLONE: San Antonio.

COUNCILLOR ALANNA M. MALLON: What was it?

COUNCILLOR DENNIS J. CARLONE: San Antonio.

COUNCILLOR ALANNA M. MALLON: San Antonio. Well, anyway, okay. So--

VICE MAYOR JAN DEVEREUX: Not, not that random.

COUNCILLOR ALANNA M. MALLON: Not that random, but,
um--

VICE MAYOR JAN DEVEREUX: We should host an NLC
conference and then, then people will come.

COUNCILLOR ALANNA M. MALLON: That's what we should do
is we should host an NLC conference. But just, I'm
wondering because it was so random, I've, I, I noticed it
and when you're at a conference where it's, it's all the
cities are trying to get your attention, I just didn't know
if there was some out-of-the-box ones that we could be
thinking about and, and if there was additional funding to
that, you know, that you needed to go to all of those
places or--I'm not sure.

I just wanted to throw it out there that, you know, I
understand that we've got probably you going to a lot of
conferences, um, but are there out of the box places that
we could be thinking about too?

COUNCILLOR DENISE E. SIMMONS: Ms. Culbertson.

DIRECTOR ROBYN CULBERTSON: First of all, thank you,
Madam. Uh, oh, see, I was gonna say, Madam Mayor too, I
apologize. Um, but I, um, actually I'm from Memphis so I
was kind of excited, but it didn't work out.

Um, they, um, the, there are a million conferences we could be going to and there's some through the Greater Boston Bureau. The ones that I pick out are just what will fit within our budget and it--we try to go to ones that as part of the Greater Boston region because we get a, uh, a bigger booth.

Those things are very expensive and uh, I think we get much more visibility and much--they're usually like us in the booth 'cause even they're all appointment driven.

So if people have appointments to go to Boston, I generally get pulled in because they're actually act--asking about Cambridge.

Um, over the last few years since they know Cambridge a little better, people meeting planners in particular are asking specifically for appointments with we--me to learn about Cambridge separate from Boston, which is what our goal was from the beginning.

Because when you first went to these bigger conferences, everyone would say, "Well, I hope to get out to Cambridge next time we're there," like, we're across the river, you know that, don't you? Because every, everything was so bucolic looking on this side of the river and it--no

one knew how accessible we were by, uh, the Logan Airport as well as just the T and the public transportation.

So now that the name recognition is out there, um, we could certainly look at doing that, but within the budget, it, it helps us to stretch our marketing dollars if we can be part of the bigger effort rather than having a table at, at a smaller booth. But if, if you have some specific conferences you'd like me to look into, I'm happy to do that.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. So I--one of the things I was wondering is, do we have, um, you know, I know lots of these are about, um, hosting your meeting here, um, but one of the things I wonder about is like, do we have a day in Cambridge sort of package that you, the Office of Tourism has put together for, for example, these Chinese groups that you were discussing earlier?

Like, um, you know, Kendall Square is the innovation, the most innovative square mile in the world. Uh, Harvard Square has, you know, this amazing institution and this great square. Um, Central Square is, you know, all about arts and culture.

Is there--do you have a package or something like that where you're telling that Cambridge story for people who are coming here on the bus during the day and may only go to Harvard Square?

DIRECTOR ROBYN CULBERTSON: Um, our office doesn't specifically, but we work with Trademark Tours closely, so we, uh, I just finishe--a, a travel writer was here and doing a, a thing about things to do for Mother's Day. And so we put together a package that would take her to all different parts of Cambridge to experience the different things that you could do on Mother's Day.

Um, if it were like a fam group or someone that's coming here, we usually either partner with the different business associations and if they're doing specific tours, like if they wanted to walk tour of MIT or Harvard, will go through Trademark Tours. But we're, uh, we don't have any specific packages that we're selling as such, so.

COUNCILLOR ALANNA M. MALLON: Well, I definitely think that's something to think about 'cause I think people tend to think of Cambridge as just one thing and there's, there's lot--it's so many things, um, and it be, I think great for people to see all of Cambridge.

Uh, and just speaking about the business associations, I, I should probably know this, so I apologize. How often do you get together as a group with the different business associations and the Chamber, um, just to talk about sort of this overarching issue of tourism, economic development, and, um, arts and culture?

DIRECTOR ROBYN CULBERTSON: We work with them individually, but as a group, um, we, we haven't really gotten together per se. I'm, I'm in the Chamber--on the Chamber board and so I deal and I'm trying to get a small business faction within the Chamber that, uh, we can kind of address some of these issues and what would make it worthwhile for small businesses to join.

But, um, the, the business associations, I mean, I go to things with individual associations, but we don't usually get together as a group.

COUNCILLOR ALANNA M. MALLON: I--well, I would really encourage trying to figure out, um, how to get creative about meeting with all of those folks 'cause I feel like everybody brings a different kind of flavor to the table and all of these things are so interconnected.

Um, I'm also glad to hear that the, the Chamber is

still thinking about a small business group 'cause I think that's a part of the Chamber that is necessary and sort of missing right now.

Um, I, I think lastly I just wanted to ask, um, objective number four around the kiosk. I'm just wondering if you could tell us a little bit about how the Office of Tourism is planning to deliver high quality, consistently delivered visitor service during the kiosk renovation, um, 'cause it's gonna be quite a while and I think sometimes when I go by the kiosk that's currently there, it's closed.

So I'm just wondering if you could talk to me a little bit about staffing and, um, how that works is gonna work.

COUNCILLOR DENISE E. SIMMONS: Ms. Culbertson.

DIRECTOR ROBYN CULBERTSON: We, um, sadly, uh, lost one of our volunteers who passed away in October and he had four shifts. So yes, we've been scrambling to try to get coverage on that and I hesitate to, to recruit just yet because I know we, um, we've worked with Kathy Watkins and with the city, uh, Economic Development Department to walk Harvard Square and see where it would be a good visible place for visitors, uh, to put a temporary booth, which, um, the city is gonna provide for us, and we will be

staffing--working out of that for probably the two years that it takes, I, I'm hoping just two years.

Um, and we'll be using volunteers, but we'll have to see what, you know, what they have, what, what it can accommodate before we can really see what kind of staffing we'll need.

But, um, there, uh, the area that we're looking at right now is right there at Brattle Square. One Brattle Square where the little dodo statue is because it seems to be kind of a congregation place for people.

Um, my concern is only, you know, if we have people, it, it gets pretty crowded there in the summer and wherever we are, usually Trademark Tours will come as well. So I just don't know if that's gonna handle the traffic, but that's the best one that we're looking at, at the moment.

COUNCILLOR ALANNA M. MALLON: Thank you. And I know that we're here talking about funding and funding is tight, but running, you know, a, a consistent tourist office with volunteers can be a really tricky business, um, for a number of reasons.

Um, I'm just wondering if that's something that we can all think about, uh, going forward, trying to think about a

way to maybe fund, um, part-time people so that it isn't so volunteer driven, um, and subject to these types of things where if somebody who did four shifts suddenly passes away, um, or moves to another state, we're left kind of with nobody, um, at the tourist information booth.

And that's not, that's not a great look for, for Harvard Square where we have so many tourists and people really want to know, where do I go and how do I get there?

Um, I think I would really--because your budget isn't broken out by line, I would really like to see a broken-out budget, um, on how we are spending this money over the next year, um, and really challenge you to think about, um, you know, you mentioned before that you're refocus, focusing and, and what does that really look like? I'd love to see that and I, I obviously would yield the floor to my colleagues, but before I vote on this budget, I'd like to see it broken out, um, fully. So thank you very much.

COUNCILLOR DENISE E. SIMMONS: Thank you Councillor--
Oh.

DEPUTY CITY MANAGER LISA PETERSON: Through you um,
uh, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Ms. Peterson.

DEPUTY CITY MANAGER LISA PETERSON: I do just, uh, want to add that, um, we--the city manager has committed and you know, we fully expect that when the kiosk is renovated and there's more of a, there is a, um, office for information and tourism sort of, um, function there that there will be, you know, paid staff, that the city will be contributing more additional funds for to be able to help staff that function there.

So that's the role that right now volunteers are playing in a booth, and so we do see that, that transitioning, um, maybe two years from now to, um, to paid staff.

COUNCILLOR DENISE E. SIMMONS: Thank you, Ms. Peterson. Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: I just want to follow up on that. Thank you for providing that information. I think it's gonna be even more critical during this time of construction to have consistent people that are pro, providing tourist information specific--especially if it's gonna be not near the T station where everybody's coming out.

I think it's gonna be even more critical over the next

two years given how much construction is gonna be happening in Cam--in Harvard Square, not just with the kiosk, but with the many building projects that are going on.

I think it's--way finding is going to be so critical. Um, so I, I would just really like to say that and challenge us to think about, um, those two years as a time where we might need to actually be sending more resources that way.

CITY MANAGER LOUIS A. DEPASQUALE: Uh, through you, Madam Chair. I, I also would add that when we have the budget review, we have the detailed budget, so we look at that as part of the--our budget hearing, so we can easily get that to you before adoption night. That's no problem.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Mallon. Cou--uh, vice Mayor Devereux.

VICE MAYOR JAN DEVEREUX: Uh, thank you. Um, well, Councillor Mallon brought up a lot of really good questions, um, and I totally agree with much of what she said.

Um, uh, personally, I think we should really consider in the next budget year substantially reviewing and increasing our commitment to tourism because I don't think,

uh, you know, no reflection on Robert's best--Robyn's best efforts, but I don't think it's getting us where we need to be with tourism.

And I think, I think we've, you know, we've had a great reputation for a long time and I think we've kind of coasted on, you know, Harvard and MIT, and, you know, that, but I think the competition particularly, um, with small business and with other entertainment things has really changed recently and even--and regionally and nationally. I think there are a lot of small cities that are now giving us a run for our money.

Um, and so I think, I think if we're gonna stay competitive in terms of getting visitors here and, and we do have new hotels cropping up, but I, you know, I'm not as concerned about filling hotel beds as I am about, um, using tourism as an economic driver.

Um, so I would encourage us to really think how we can, um, step up that game. A couple of suggestions. I, you know, I know it's gonna be hard in Harvard Square moving over to that area that you mentioned, I know we're gonna have a, a construction project on Elliott Street as well with a street I think. So I hope that doesn't land us in

another street that's being, um, transformed over the next two years.

One, one wild idea I had was, could we, could we put you guys in some sort of mobile van? Could we get a van, have it be an electric van and maybe it could also go to Central Square sometimes, or it could be at one of the big events that we have at River Fest or at, you know, the rib thing that I never go to cause I don't eat ribs.

Um, but just, you know, just kind of a thought of, how do we get tourism more visible? Because, you know, Harvard Square is one thing, but we have a lot else going on and we want to, we want to take advantage of that.

So that would, that was one thing. Um, in terms of the video, I couldn't agree more, um, that we need to up our game there. One suggestion for maybe free help is to tap into some of the talent at the Loop Lab.

I mean, user generated content is pretty much what the internet is and it could provide a lot more authentic voice than having a producer. I mean, the 60 Seth Kinson Cambridge, to me feels very produced. Um, and I think, I think we would see a very different type of content, maybe a slightly edgier content coming out of--from, from the

bottom up.

So, and that could be cheap and it could also be a fun partnership for your office to do with some of, um, the talent that we have.

Um, you know, I think in terms of, in terms of branding Cambridge, and this isn't necessarily a budget question, but what I struggle with a lot is our being lumped in as a Boston suburb.

And I know that you get, you know, you, you touched on that already, um, how do we establish a brand identity that is, you know, that that makes Cambridge stand out, not just as a, you know, a, a bucolic. I think we're getting less and less bucolic, but, um, a bucolic suburb of Boston. How do we, you know, really sell ourselves from that?

So I, you know, I totally support your efforts. I want, I want to see you take it to the next level and I would be happy to support a greater commitment to Tourism in future budgets. Thank you.

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

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. Um, I concur with both my, uh, colleagues. Um, we have, um,

what amounts to the leader of, uh, the city's perspective on either the second or third largest industry in the state, and that's tourism, and, uh, the budget does not reflect that.

Um, in fact, indu, uh, tourism is the second or third largest in 45 of the 50 states in the United States. This is a major industry and I would suspect that most hotel users are business users or university users, you might have other statistics that I'd love to hear rather than tourists, maybe Airbnb is he, helping that.

So our assets are, um, Harvard, MIT, history, some public spaces, but, uh, we lack museums, we really have only one well-known museum. We're losing the ART, at least I read that going to the other side of the river, um, and we only have a few public spaces that really are special.

So what I see your department doing too is helping in urban design. And what I mean by that is, what are the assets that we have? Because if they're assets for tourism, and I don't mean honky tonk places, I mean quality places, then the next level is, what could be more of an asset?

Because if it's more of an asset for visitors, it's more of an asset for all of us, including better

transportation. Everything that you know, this, uh, presentation you have, we were talking Councillor Siddiqui and I would love to see the small business presentation.

Um, I've often thought that in the kiosk that there should almost be a computer board where if someone's looking up, forgive me for using this example, but it comes to mind tango shoes, meaning dancing shoes, I don't even know if it's still in Central Square. I bought mine there, mine are for sale, by the way, and, uh--

COUNCILLOR DENISE E. SIMMONS: Good to know.

COUNCILLOR DENNIS J. CARLONE: --or, or anything that you can find here that you push that, bookstores are obvious, you know, here's the three or four major bookstores in the city that that would be an--something that would help people even visiting tourists, and I, I think that would be helpful.

Um, as far as a temporary booth, yeah, you could be outside and that would be great when the weather's good, or you could take over a dead space. And there are dead spaces in Harvard Square, including active bank halls, uh, right near the kiosk, I might add, uh, that really could become part of the whole visitor sequence as a permanent, somehow

a relational space.

And as far as the Chinese are--I've actually spoken at three Chinese or Taiwanese events already in the last year, asked about Cambridge, mostly how it became high tech. But I just recently spoke to 150 Chinese students who were interested in studying here, many of whom brought their families with them. So that connection is strong just like it used to be Japan, but you, you know all that better than I do.

Um, I, I think that's all. My, my only other comment is, I've recently looked at the kiosk and uh, I hope you all wait until we get the information back before building it out.

Yes, the shell, um, but I think you're gonna definitely need more cabinetry and storage. There's no doubt that the four solid walls where the glass is not projected to go to the ground should have cabinets next to it. You will not have lectures in this space, I wouldn't even think about that. There are other spaces in Harvard Square for lectures and how many lectures are only gonna be for 20 people, and then what happens to your use of the space while that lecture's going on?

I--some of the design doesn't make sense. Um, I think to be realistic, our city has to sponsor this space and not count on advertising on little screens on top of the unit, which to me, cheapens it, it should say Visitor Center right at the top or whatever we want to call it, it should be obvious what it is right away and it should be fun.

And I, I think the Historical Commission would agree to that, that, um, and I think that's all. But I wanted to thank you because I think you're the unknown star in the city, you're in the background.

Well, you asked me to say that, didn't you? No, no, you did not.

DIRECTOR ROBYN CULBERTSON: Okay. I'll buy the Tango shoes.

COUNCILLOR DENNIS J. CARLONE: Yes. Anytime. I haven't been to Memphis, but you could send me there. Um, and I do think this is an industry that we can--as others have said, can make much more of it, small business was mentioned of key.

When people come, they don't come to the department stores, they come to unique stores. What makes--and, and that gets me to my final point, people come because

Cambridge is unique or they come to San Antonio 'cause the Riverwalk is unique.

Um, and we can't lose that uniqueness and we have to enhance that uniqueness. And if we keep building buildings that look like anywhere, I was just in Houston, in Dallas, looks like part of Kendall Square to me, um, we lose that uniqueness.

And I--that's what I meant about in, inputting an urban design and city planning, what, what makes a place unique and attractive and you have that perspective. So thank you very much.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Carlone. Pleasure of the Committee? Hearing none, let me just--a few things.

Uh, Ms. Culbertson, is always good to see you, we don't get to see you enough. Uh, just to follow up in some of the trends, when you, you look at objective performance measure number one, I have to concur with, uh, my colleagues in saying, particularly when it comes to the Cambridge hotels, I know it's an objective to ex, you know, expand our marketing.

And I don't know if my colleagues do it, but every

time I go into a Cambridge hotel, I always go into the gift shop and see how much of any of the products in there say made in Cambridge, and it's always the universities, I'm not gonna name them.

And, and Ms. Culbertson and I have had this conversation forever that there's no Cambridge paraphernalia in any of the stores.

Now, I understand the stores are not under the jurisdiction of the city, of which it's under the jurisdiction of the hotel chain, and how do we change that?

Just recently I went to a, a meeting that was sponsored by a local Cambridge group and it said, the Boston, Cambridge, blah blah, blah hotel.

So Boston sells us, but we don't get the benefit of being sold. And so I don't know how we change that. I'm just interested in is there a way, you know, I don't want to throw money at it, but how do we expand our outreach in a way that gets us a bigger bang for your buck?

Because some people, and I don't know how much spending goes on in the hotel stores, but if you wanted to buy something that says, I was in Cambridge, there's nothing that you could buy now, she bought something that

said the university. So I don't know how we place a dollar on that or I don't know if that's something that you can infiltrate.

Uh, the next few questions are around, um, as we, we just had a, a meeting on the Ecodo, Economic Development Committee and we were talking about small businesses. Is there any advantage in advertising or spending dollars in shop small instead of always looking for the mall, shopping in the small businesses?

DIRECTOR ROBYN CULBERTSON: Well, um, first on--your first question about the marketing, um, we have actually produced shirts that say Cambridge and we, we had some hats for a while, which some you may remember had the zi, different zip codes on the back and tried to get different hotels specifically, um, a large chain hotel 'cause I don't want to have all my funding taken from them. Um, they just, they don't sell and they, they take what does sell, unfortunately, they're, that's just the way they're geared and they really, uh, they'll sell Harvard and, and obviously, um, Harvard has, you know, infiltrated that market well because everybody wants a Harvard MIT shirt.

Um, the second part, and I will continue to see what,

what it is we can, we can do about getting the general Cambridge merchandise out there. Um, the second part of your question, uh, the small business, oh, that, that's one of the things I actually want to address with small businesses when I see them on Monday.

Coz as I said, I haven't really done a lot of work with the small businesses themselves unless they're restaurants, so I want to find out from them what they feel would help them.

I do think that, um, pursuing something through the chamber to give them a voice to find out what it is that would, um, help them as businesses to learn through the chamber, um, and what it, what we can do from tourism side.

And if it's advertising like a collective co-op advertising, those kind of things would probably be, be better to what we call either a drive market or, um, like a local market on the other side of the river as well, uh, rather than an international market.

Coz they, they don't really think that way. They just think about what region they're gonna come to or bring their meeting to, and then once you're here, always think of us as the top of the funnel, we dump everyone in here

and then it's up to us to find ways to lure them where we want them to be.

Um, that's one of the things we've done with the Chinese market who were pretty big on getting off the bus and running to get a Harvard shirt and getting back on the bus. Now, we've started doing some targeting, targeted marketing.

We always do a le, letter from the mayor and they're one of their publications welcoming them to Cambridge and all that. And, uh, my friend who is, uh, from Taiwan, uh, who runs this publication translates the letter for us to let them know that they're welcome by an official really means a lot to them. Then once they're here on the other side of the page, we've started doing, uh, advertisements on, right now it's museums, um, to try to let them know that there's something here besides just Harvard.

So it's redirecting the mindset that they have before they get here is a little tricky, um, but we're trying to do what we can subliminally to get them interested.

COUNCILLOR DENISE E. SIMMONS: Thank you. The other question, relative to trying to draw tourism into Cambridge, do we do thematic advertising? women's history,

which is huge, and when we think about the history of women across the country, a lot of that comes out of Cambridge or African-American history, or this is first city that did, um, offered El um, same gender marriage licenses, LGBTQ+, you know, do we do thematic and you know, what monies do we spend? Should we spend more money on thematic, um, advertising? Would that help?

DIRECTOR ROBYN CULBERTSON: A lot of the advertising we do, uh, we participate in local, uh, publications that, that distribute--have a wider distribution than we would be able to get on our own, so they're more direct about Cambridge in general.

We do more, um, marketing events. We're co-sponsoring once again for the second year with, uh, Cambridge Savings Bank, the LGBT, uh, Conference and Networking that through the Boston Spirit Magazine. We've done some advertising in Boston Spirit, particularly on, um, gay marriage back, back when it was, you know, we were the first ones, we all know that.

Um, and so I work a lot with David Zimmerman, who, who puts out that publication to get some, uh, good direction on that in different conferences. But I haven't done a lot

of thematic just because it is, it's expensive and you have to research and know where it's gonna reach the largest audience to be worth the dollars.

COUNCILLOR DENISE E. SIMMONS: I only mentioned thematic, um, marketing because a lot of the conferences always have subgroups if use NLC as an example. They have a woman's, uh, caucus, they have a GLBT caucus, they have a African-American caucus, they have a Asian-American caucus, and some, sometimes they're often looking for places to go, you know, in the context of the larger convention, so how do we, how do we push our dollars out for that?

Um, guess the last thing I, I wanted to just throw out there. Um, back of the napkin, we do, on the average of 10 weddings in City Hall a week, that's 500 weddings that come in. Most of them are small, but a few of them people are coming from outta state and they'll often say, "Well, where do I go to eat?" You know, "What do, where do I, oh, we're gonna be here a couple days, and so what do I go to see?"

So this is more through you Ms. Culbertson to our city manager about maybe launching an idea of, someone said the office of, what'd you call it, Councillor Carlene, Carlone? Visitors Center, Visitor Center, something.

Is there something that can even direct, since something here at City Hall Modest saying, you're here visiting the City of Cambridge, go online and visit our Office of Tourism in Visitor center.

I think visitor center is a word that draws people because Office of Tourism is not, and we don't have a visitor center and it isn't Harvard Square and if it's in Harvard Square, people are gonna go there.

But we are in, we are right here in Central Square and what would it take in terms of dollars to put up some small, um, you see them in hotels and you pick up all the brochures, and I'm not trying to market for anybody else, but in here are the museums, here are the restaurants, so that right by the clerk's office, 'cause the clerk doesn't have enough to do, um, that if you have those small groups of people, and we've done weddings in here where it's just been the couple as large as I would say 40 people, and they're gonna go somewhere to dine and we don't want them going outside of Cambridge.

And so what would it cost us to do some sort of modest, you know, Office of Tourism, you know, many visitors center where you had some of this information at

your fingertips and they needed more information, they could go on their app or go on their phone, call the Office of Tourism and get more information.

What would that look like? What would that--what do you think that would cost? Is that a horrible idea?

CITY MANAGER LOUIS A. DEPASQUALE: I'll, I'll turn it over to Robyn, but I think you're absolutely right. You see it every day in City Hall and I think to keep the people who're here to, to Cambridge restaurants. We have a site that has some brochures obviously, but it's not close to our office, so I don't think that's the answer.

So let us think a little out of the box, but I don't think it would be a big financial number, and I'm certainly think it's a good idea that we can talk with Robyn and Lisa about how we can do this and work with the clerk about how we can get the information out.

COUNCILLOR DENISE E. SIMMONS: The clerk says we restrict, uh, people that are being wed to 10 guests, but some people count people two or three times, uh, or don't count them, whichever. Uh, Ms. Culbertson.

DIRECTOR ROBYN CULBERTSON: One of the things that is available, I believe the company you're talking about, um,

has--puts those brochure racks in lobbies of hotels where you take all the different brochures, but they also do digitalized, um, kiosks, which are, are sometimes in hotels.

And they've talked to me about both them and TripAdvisor, which TripAdvisor's a little bit more difficult to customize it to just one city, they want to show everything.

But CTM, I believe will do things for your city and, and if you let them put their kiosk, I think they will do that. I'm gonna say it no charge. One of them told me no charge, it might have been TripAdvisor, but they pay for it by advertising dollars of people who sign up to be on it.

So that might be one answer. Other than that, I mean, we can certainly price out. I've--that's always been my dream is to have the main visitor center in Harvard Square where people first generally come and then have separate kiosks in every square that would offer information and each one would be a little bit different and--to reflect the personality of each square, um, something of that nature.

But I'd have to see what, what we could do and what

kind of money it would take. I would love that project.

COUNCILLOR DENISE E. SIMMONS: Thank you. So if--from a financials perspective, we could just sort of look at that if it doesn't cost us a lot of money and it might gain us some revenue because people are, are coming in here, getting their license or whatever, most often their marriages license and they see this and say, "Oh, this is great. Let's look at this. Oh, let's after the, after our ceremony, walk up the street to any of the number of restaurants that we have."

And then lastly, uh, something that someone said that I think would be important is to--have we ever thought about just some sort of visitor/tourism strategic plan? You know, maybe, you know, if we're gonna spend a little money to figure out and then this may be something that you've already done, I don't know, but if we've not done it, it might be something worth doing.

DIRECTOR ROBYN CULBERTSON: Well, actually, um, last March I did get the--our board together. Um, and Sarah Gallop from MIT led us in a strategic planning effort, um, to kind of--with especially my concern was with this new kiosk coming on, what kind of, um, or the visitor

information kiosk, what kind of role we would be playing and would the board solve for us as a vision of how involved we get in staffing and that sort of thing.

And it led to many other parts of the discussion about our office in general. And they, um, came up with some very good ideas, which I've put, Put into a plan and have some action steps on that to make it broader, incorporating some of the ideas that are coming up here.

Um, uh, what I, I mean, I could certainly put some other ideas together and then just put a cost to each one and see what it would be, but, uh, you know, right now we're, we're a little restricted on what we can do, so.

COUNCILLOR DENISE E. SIMMONS: I appreciate that. Any other questions? Hearing none, I'd like to entertain a motion that the Tourism budget be referred to the full City Council with a favorable recommendation that is being offered by Councillor Siddiqui. All those in favor say aye, oppose? The ayes have it, and the, and the matter is so referred.

It is--the hour is just upon noon. I'd like to offer my colleagues an opportunity to just get up and stretch. Lunch is here. So I, I know Ms. Rossi is ready to go, but

if she would, uh, just allow the co, the council a 15, 20-minute break, stand stretch, get something to eat, come back, ready to pick up the rest of the budget.

So I'm going to call a, a brief recess, 15, 20, 20-minute recess.

COUNCILLOR DENISE E. SIMMONS: Good afternoon. The time of the recess having expired, we'll call the Finance Committee meeting of the City Council back to order.

The next individual--the department to hear from is going to be Personnel. They'll be followed by Information Technology.

Personnel was pulled by Vice Mayor Devereux. Vice Devereux, Vice Mayor Devereux, you have the floor.

VICE MAYOR JAN DEVEREUX: Uh, thank you. Thank you, Madam Chair. Um, uh, well, I just wanted to start by saying, uh, I appreciate the opportunity to, to talk to you 'cause I don't, I can't, in my memory, I don't know that we have pulled Personnel before, so it's, it's actually nice 'cause you're kind of behind the scenes a lot of the time.

And I think one of the, the messages that I hear in the city manager's budget overall is the importance of

customer service. And I think, you know, our--it sounds really trite, that people are our most important asset and Personnel is where we acquire those assets, where we train those assets, and hopefully where we retain them.

So, um, I, you know, I think it's a really important department that doesn't necessarily get enough recognition. You, you, you see it when you come to City Hall for the first time and you see it maybe in an exit interview and in the middle.

Um, maybe you attend some of the trainings you sent around a newsletter, uh, just today with the little list of trainings for May, and it's an impressive list and it runs the gamut from things that are, you know, to do with using Word better to meditation. So I, I commend you for, for doing that to try and engage us to keep learning.

Um, one, one question I had is just sort of--okay, so you have a roughly \$2.7 million budget, I think operating budget is--do we--how does that sort of on a per employee basis, how, how do we, how do we know if that's like the right, maybe this is too philosophical a question and, and I apologize that I didn't send it to you in advance, but I mean, like, it's, it's a lot of money, but at the same

time, again, it, you know, you're working very closely with, um, you know, on the diversity and inclusion and equity things, it's obviously a, a key part of the way we do business.

So I just am trying to get a sense of if there's any metric that cities use to say that on, you know, we're spending approximately the right amount of money to acquire these assets. The human assets.

COUNCILLOR DENISE E. SIMMONS: Ms. Rosson Katie, Katie Rosson, um, I apologize.

DIRECTOR KATIE ROSSON: Yeah. Um, thank you. Through you, Madam Chair. Um, a very interesting question. I don't think I've ever, um, thought about it in terms of a per employee cost. Um, but we do, um, have, you know, close to, um, 300 to \$400,000 earmarked for training and tuition assistance, um, so that is a fairly significant part of the budget.

VICE MAYOR JAN DEVEREUX: So I guess that goes to, um, well part of that's probably in your other ordinary maintenance. I see that there is a line item for travel and training that next year will be almost \$250,000. That's travel and training for, um, for all city employees? How

does, how does that--

DIRECTOR KATIE ROSSON: So some departments have specific travel and training monies in their budget, um, but we do make up the difference for several departments. Um, right now, in terms of our budget for next year, about \$140,000 are earmarked for tuition and travel and training.

The Tuition Assistance budget is the budget that's grown most significantly in the past several years, we made a decision two or three years ago to really increase the tuition assistance, uh, assistant amounts, assistance amounts.

Right now for non unions employees, it's a \$3,000 per fiscal year amount, and we found when we actually increased the amount so that it would actually cover at least one, and in many cases two courses, employees actually started taking advantage of it. So it's become much more heavily utilized than it had been when it was at lesser amounts.

VICE MAYOR JAN DEVEREUX: That's great. Um--

DEPUTY CITY MANAGER LISA PETERSON: Through you, Madam Chair. Um, I, I just wanted to add in terms of the way that personnel is budgeted, that there are a number of personnel expenditures that are bu, that are budgeted in departments,

especially large departments, right?

So large departments may have their own payroll managers or have their own personnel analysts, um, departments like the Fire and Police and um, Human Services, um, and Library may have, you know, larger--or Public Works have larger, you know, training budgets.

So it is, um, sort of decentralized--even though it's centrally managed their--the funding is in some ways sort of decentralized that way.

CITY MANAGER LOUIS A. DEPASQUALE: Uh, through you, Madam Mayor. This could be enough that I want to give more work to the budget office, but the perfect--

VICE MAYOR JAN DEVEREUX: I know which to--I know where you're going with that.

CITY MANAGER LOUIS A. DEPASQUALE: Because this really is everywhere in this number is nowhere near the total. So I think we'd be happy to take a look to see what we can do about showing a better picture here. Coz it is an extremely positive budget in terms of making sure that we've really stepped up people's ability to get the trainings, get additional education.

So I think it kind of gets a little lost here and

Sheila has really led that chart. So I think we should talk about a consolidation, Taha. Thank you.

VICE MAYOR JAN DEVEREUX: Yeah, I think that's a, that's a great idea. Then, um, one just specific question, what is this comprehensive applicant tracking system? I see that it's, it looks like it's relatively newly implemented because it's now going up, you're gonna a hundred percent. So what does that, what is that?

DIRECTOR KATIE ROSSON: So we have an very antiquated applicant tracking system right now, and so we are in the process of purchasing and implementing a truly 21st century online applicant tracking system in which employees would apply online.

Um, ideally there'd be some screening questions to go along with that for some of the positions that would happen online and department hiring managers would be able to see the applications as they come in as opposed to waiting for them to be forwarded by my department.

We would also, also be getting hopefully better demographics about who our applicants are and where they are, um, finding out about our positions to develop a better metric system and a better sense for our recruiting

efforts.

VICE MAYOR JAN DEVEREUX: Yeah, that sounds, that sounds probably like it's long overdue. Um, and would that also enable applicants to essentially be visible for multiple positions? Like you may have come in because you saw a manager position at, you know, DPW, but then CDD is also listing one and they might--I don't know, does that work that way?

DIRECTOR KATIE ROSSON: The--definitely the goal is to start creating better senses of pipelines so that if someone comes in and they are a wonderful applicant but didn't happen to be the right match for one particular job, we'd be able to earmark them for interest in other positions.

VICE MAYOR JAN DEVEREUX: That's Great. Um, I think that's all the specific questions I had. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank, thank you, Madam Vice Mayor. Ma, Mr. Mayor.

MAYOR MARC C. MCGOVERN: Thank you. Uh, just a quick question. Um, in terms of the 9 Week job program, um, how are we doing in terms of recruiting folks from Salvation Army and some of the other homeless shelters?

I know that we, we try to um, you know, recruit, uh, folks who could really use a, uh, some help, uh, getting jobs, and then the sort of second part of that question is, how closely do you work with the Police Department? Coz a lot of those folks have quarries of one, one kind of another. So if you can talk a little bit about that program.

COUNCILLOR DENISE E. SIMMONS: Ms. Katie Rosson.

DIRECTOR KATIE ROSSON: Through you, Madam Mayor-- sorry, Madam Chair. Um, so we are in active partnership with the Salvation Army and with the, um, the CARE program over at Human Services and do get many of our applicants for the Seasonal Labor program, Seasonal Laborer Lottery from them.

Um, we also have partnerships with, um, staff at the Margaret Fuller House and um, with some of the community outreach folks at the Police Department to assist us in helping, help applicants apply.

Um, as I hope everybody knows, a quarry is definitely not a barrier to employment with the city, and oftentimes the Seasonal Laborer program, um, in conjunction with the Transition Jobs program at Human Services is a way that we

can give, uh, good work experience to someone who may not be able to be employed elsewhere at this time.

COUNCILLOR DENISE E. SIMMONS: Mr. Mayor.

MAYOR MARC C. MCGOVERN: Through you, Madam Chair. And how are we doing with, um, do we, are there enough job opportunities? Is there a way to--do we often have a wait list and should we kind of think about ways to expand what types of jobs or part of this program or do the numbers work out?

COUNCILLOR DENISE E. SIMMONS: Ms. Rosson Katie, Katie Rosson.

DIRECTOR KATIE ROSSON: So I'd say there are challenges in terms of getting, um, folks who are interested in doing a temporary 9 Week assignment. So the pool isn't as robust as we would like, um, so there are oftentimes opportunities that, um, go unmet.

Some of the challenges in terms of some of the jobs are that we're confined by civil service law in terms of some of the jobs at Public Works in particular, that we can't actually have the same person doing a manual laboring job for more than nine weeks and front afoul of civil service.

COUNCILLOR DENISE E. SIMMONS: Mr. Mayor.

MAYOR MARC C. MCGOVERN: Thank you, thank you.

COUNCILLOR DENISE E. SIMMONS: Further discussion?

Very quickly. Uh, first of all, thank you for being here. On the--under your objectives, it's V31 objectives and performance measures. Can you speak to us?

It says, Assistant City Manager, Director of Equity and Inclusion Departments are meeting the goals of building a city workforce that is representative of this Cambridge's diversity.

And my earlier question, I don't know if you can provide more information, if not, I will certainly yield and we can get it another time, is do--are we putting sufficient dollars into--what, what dollars have we put into the, the outward recruiting of candidates? Coz I know we're going to do that, so who is in our, our pool? What are our retention numbers? Just a little bit on that.

And, um, the last question would be, um, are we, are you--do you see people--I don't--workforce development doesn't come under personnel, is that correct? I was at workforce development. Okay. So I'll, I'll reserve that.

All right. So just looking at our retrenchment-- retention and recruitment, so we're hiring a consultant to the 150th this year, 115 next year, curious to know what, what dollars have we been investing in, um, our recruitment and retention efforts, um, and do you see that increasing over the--time?

I know we're gonna be getting--hearing from our consultant, but as someone who's done this job for a long time, I thought you might be able to shed some light.

DIRECTOR KATIE ROSSON: Um, so, um, in terms of our recruitment dollars on the city--on the Personnel Department side, it's about \$95,000. Um, we, um, recruit oftentimes online, we also have a partnership with the Professional Diversity Network, which, um, does a job scrape of our positions every night and puts them out on various, um, diversity websites, and that has been, um, a valuable partnership for us.

And we do see that candidates are looking at our jobs and coming in, um, and applying for those jobs with us. Um, so far this year in terms of benefits eligible employees, um, the new hires have been 51% male and 49% female, and 31% person of color.

In terms of the 30--31% persons of color. In terms of our promotions and when we're talking about sort of retaining employees and having a pathway to the success. On the benefits eligible side, this year so far, 47% of our promotions have been female, 53% have been male and 40% have been persons of color.

COUNCILLOR DENISE E. SIMMONS: 47.

DIRECTOR KATIE ROSSON: Four--sorry, 40%.

COUNCILLOR DENISE E. SIMMONS: 40. Not looking at the total picture, uh, that looks hopeful. Uh, what I--so on the retention side, so we, we, folks are coming in the door, God bless you, are we keeping people in the seats in.

So the next question is retention and pro, promotion, because if we're going to hire someone at the \$200,000, \$300,000 to help us with this, it's really good to have a baseline, where, where are we putting our money and our emphasis now because I want, I want to get more from this consultant and not--don't tell me what I already know and take us to where we've already been.

DIRECTOR KATIE ROSSON: Um, so I'd say we're very encouraged so far with the conversations with the consultants, they definitely seem to be, um, folks who want

to bring us to the next level, and have--in our conversations with them, um, have, especially in comparison to some of the other, um, consultants we've worked with, have definitely, um, asked questions about what we're doing now and are really trying to sort of pro dust in terms of thinking where to move.

One of the things that has become, um, very apparent, um, and we've known for a long time, is that our onboarding process really needs to be made robust.

And so we are already, um, putting together efforts to revamp our onboarding process to make, um, the start of employment for any employee more welcoming, more supportive.

Part of that revamping does include looking at our diversity trainings, our sexual harassment trainings, and also really thinking about ways in which we are setting expectations.

The flip side of that is also making sure that managers are better prepared to assist employees when they start, so really trying to work with managers to develop tools so that when an employee starts, they are setting goals and really communicating effectively with those

employees.

COUNCILLOR DENISE E. SIMMONS: Thank you. And so just lastly, so you talked a little bit about onboarding, uh, in terms of retention, because if our numbers look decent, how, how, what are we doing? What are we spending on? Coz it's not--it goes back to my earlier question. I can't connect the money to the effort. Um, so what would you say--what are we currently spending in retention and is that--do you find that adequate? And what should we do? Should we be spending more in that cost center?

DIRECTOR KATIE ROSSON: So I think it's something that we need to look at more closely, um, I think you're right in that sort of the--it's not very obvious from, from how we state these things right now, so I think we do need to look at that more closely.

COUNCILLOR DENISE E. SIMMONS: At some point, but not now, it'd be interesting to kind of dig into these numbers and, and control for, uh, position. So if it's 51% male, 49% female, I might have written it down backwards, so where are those people? Where are they working? Are we, are we seeing, uh, departments doing an extraordinary job and other departments doing an abysmal job?

And I guess that's certainly the work that the consultant might get us, but we should already know that. Further discussion?

Hearing none, I would like to be--entertain a motion that the Office of Personnel budget be referred to the city--full City Council with a favorable recommendation, and that motion is being offered by the mayor. All those in favors say aye. Oppose? The ayes have it, and the, the matter is so referred.

We now move to Information Technology. This is pulled by the Vice Mayor.

VICE MAYOR JAN DEVEREUX: Okay, thanks. I'll just give the staff a chance to get seated.

Okay. Um, well, thank you, Madam Chair. Welcome. Um, so we've already touched a little bit on some of the work that, um, Lee Gianetti's Public Information Office is doing with data through Smart Cities, and I know that you're obviously closely aligned.

Um, I wanted to ask a little bit about, um, the strategic plan for technology that's mentioned and also it's a little confusing 'cause I know we also had a, I believe we have a three-year strategic plan for open data

that is--has recently been put up on the website.

And I think, um, at the end of last year when that draft plan was released, um, I had done a policy order, I think with Councillor Kelley to talk about, um, maybe having--convening a Government Operations Committee hearing to talk about that plan, and now that've sort of lost track of that, but now that I see that it's actually been published, we'll get around to doing that 'cause I think that would be helpful, but.

So this, this strategic plan that is mentioned in the budget book is a, is a different plan 'cause that also includes things like data security. Can you just--we do a lot of planning and, and many of them are three-year plans, so.

FEMALE SPEAKER[3:51:52]: Uh, through you, Madam Chair. Uh, the--first I'd like to introduce the other, um, members of my staff that I brought with me today. So I have Eric Belford on my left here, who is the Assistant Director for Enterprise Applications and Administration. And then to my right is Mike DeSantis, who's the Systems Managers Manager. So, um, Mike Dugas is at a Sec, uh, National Security Conference this week, and Mike DeSantis works for Mike.

So your question about the three years strategic plan. We actually did one about four years ago, and it's been on the website, uh, since it was published back then.

And it's recommended that an, uh, Technology Department do this every three to four years, is we look back to see whether the goals and the direction we set then is, is still relevant today because technology changes so quickly.

That, uh, we've been working on the plan for a year or so and we just recently completed it and it outlines, um, the--it hasn't actually changed that much, but it, its more focused than the original plan three years ago, four years ago, and it recommends key focus areas, um, that the city and IT, IT and the city departments will pursue together.

Um, and the focus areas are, you know, very spelled out in the strategic plan, it will be published on the website. We just recently, uh, completed the implementation plan for it, so it'll be--it's now that it's ready for publication and it'll be put on the website shortly.

VICE MAYOR JAN DEVEREUX: Um, okay. So, and, and I'm looking in the budget book, so that's the, the things that it focuses on. It says the focus areas for year one are

customer centered, centered engagement and innovation investments, prioritize, prioritization and program management data, ana, analytics, workforce capability and training, security, IT resiliency, and disaster recovery. That's a whole lot of stuff.

FEMALE SPEAKER: It is, but it's a continuation of many things that we do on a, on a day-to-day basis. So, um, in Eric Bedford's case, a lot of the workforce capability and the, um, prioritization and program management happens on--in that part of the department, and it's very engaged with most of the departments in the city.

On the other side, we have to keep the engine running and that's the, um, that's the infrastructure and um, also security.

So the, the consultant that worked with us to do this plan, uh, we met with 220 staff, uh, there was some community--there was some customer engagement and there were some councillors that attended some of our focus groups. We held 22 focus groups to gather the data that led us to these four areas.

Now, these four areas are--they looks more like six, but it's four, um, areas, it's just spelled out more data

analysis and, um, security has tentacles there. But, um, anyway, it was, um, it was spelled out, uh, what did, um, very, uh, carefully, um, how we needed to proceed, uh, in these six areas. Um, so I don't know if--does that answer your question.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Um, well, my question's probably an indication of how tenuous my grasp is on exactly what it does. So I won't, I won't--I'll schedule a hearing maybe to give an opportunity to actually talk about what, what all of these things do 'cause it--I don't want to get into that level of detail 'cause essentially it's not a budgetary thing.

So in fact, going back to the budget you've just com, you completed that, so there isn't a new plan starting in this coming fiscal year 'cause you've just completed that one. Okay.

FEMALE SPEAKER: That's correct. The first year is-- the four areas or six areas that I mentioned here are the first year's focus, and there were 11 or 12 areas in total. So we have a three year, uh, you'll see it in the strategic plan, um, there's three years spelled out, um, and it

clearly shows what's in the first year.

VICE MAYOR JAN DEVEREUX: Okay, thank you. Um, jumping over to, um, the website. So this year the target is to get to 89% of--roughly of the web--website being put over on the new platform and the--the new look and feel. And that involves some of the larger departments, I think Lee mentioned, for instance, DPW.

ASSISTANT DIRECTOR OF TECHNOLOGY ERIC BELFORD: Through you, Madam Chair. That's correct. Um, right now our plan is to have the Public Works-- Just--sorry.

COUNCILLOR DENISE E. SIMMONS: Use your mic. Please talk into the mic. Thank you.

ASSISTANT DIRECTOR OF TECHNOLOGY ERIC BELFORD: You got it. Um, the new look and feel of the new Public, uh, Works website should be live by the end of this fiscal year. We've already engaged working with the Cambridge Public Library and hopefully in the fall their site will be going live and then following them, we'll be working with both, uh, Police and Community Development to redo their sites as well.

Um, I know mentioned--when you were speaking with Lee earlier, you were talking about what a long process this

takes. And I think it's just a, a nod to how we're really trying to not just do a lift and shift from what's currently there, but to reimagine and reinvent what these sites are and how people are finding content, how people are using their phones to find content more than they are on their computer.

And so as we start to dig through the content that we're redoing, we're, we're trying to really figure out how to reimagine how this site's gonna go forward.

And, um, with the Public Works Department being one of the first major departments to get into this new design, I think we've learned a lot, which should help us move with a little bit more agility as we go forward with the other sites.

VICE MAYOR JAN DEVEREUX: Yeah. I mean, just from my personal experience, I think DPW and CDD are, are two of the departments I visit most often.

ASSISTANT DIRECTOR OF TECHNOLOGY ERIC BELFORD: Great.

VICE MAYOR JAN DEVEREUX: You've probably tracked that in your analytics somehow through my--you're watching, I'm sure.

ASSISTANT DIRECTOR OF TECHNOLOGY ERIC BELFORD: We

might. Well, luckily, you know, the, the new, the new Public Works website should be up by the end of the fiscal year and I think it'll give you a good indication of how a lot of the other large websites will sort of develop as we go forward.

VICE MAYOR JAN DEVEREUX: Okay, thank you. Um, what was my--oh, and then I guess I could leave this to Councillor Kelley 'cause I know that cybersecurity is his, um, you know, a big interest of his, but I, I've participated in all of the staff trainings that you've done and I noticed that you gave a metric of 75% of, or I guess you're hoping that 75% will participate in this coming year.

I think that's a really important initiative and, you know, I would like to see a hundred percent, I don't know how, how difficult that is, but, um, you know, I think, I think it's clear that that's an area of vulnerability and an area that we really need to, to work on. So thank you.

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

COUNCILLOR CRAIG A. KELLEY: Thank you. Uh, thank you all for coming here. I, I said before to the manager and

staff, I, I know we're not Amazon or Facebook or Google, nor would I want us to be, but I really don't think we're paying enough attention to the challenges both of interoperability, but also security and privacy when it comes to our cyber world.

And just quickly going on the IT's website and the E-governance documents, they may be absolutely perfectly up to date 'cause the last time we touched them may have been 2014.

But to me, in the world of evolving and morphine challenges and opportunities to look at something in cyber that dates back to 2014 is just a flag that we're not paying enough attention.

So this isn't the place for that conversation, but I, I wanted to peg it, I don't think we are paying enough attention to that conversation. I think we need some sort of, and no offense to anyone in your office, it's just where to put this thing, I think we need some sort of Chief Technology Officer that pulls in all these different threads. I think we need to, uh, my understanding would move the Constant Contact for an email server, which I believe brings--I saw the nod, but apparently I'm wrong,

so, or partially wrong.

COUNCILLOR DENISE E. SIMMONS: Someone talk.

FEMALE SPEAKER: Well, Constant--I know. Well, um, Constant Contact is what we're using for mass email, uh, distribution. We're still on, um, Office 365 for email.

COUNCILLOR CRAIG A. KELLEY: Right. Thanks. I should have clarified that. Um, but my understanding is that the privacy issues with the Constant Contact and how people click through the emails and so forth aren't generally known to the user.

So, so how we make sure that everyone involved in these different digital discussions has the same understanding about what personal information we're giving up, I think is well worth a larger discussion. And, um, and that's it.

So no, no questions, but I think this is one, and I appreciate your staff, by the way, hugely, and I'm, I'm the guy that gums up everything with all of my problems, but I believe that we're not doing enough here.

FEMALE SPEAKER: So could I say that this year we added a security manager, so we have a new division in, um, Mike Dugas' side of the, the IT department. He's just

started about a month or--ago.

So we're ex--that's part of the strategic plan is to expand our security, um, environment. And one of the recommendations coming in, in the plan, and it's in one of the templates around security suggests that we have Chief Security Officer at some time.

But it takes us a little bit of time to build the structure around it to support that, and--but it's, it's duly noted that that's a huge issue.

We also started the cybersecurity training two years ago that, um, Mike DeSantis started, um, and we had pretty good participation the first year, not so great participation the second year.

So in addition, we've hired a training specialist that will work with us, um, inside of the department and work with the security manager in, in the rollout of that particular, uh, uh, specialty inside of our department, and get to what you're suggesting.

It is a huge issue in how to educate people to be safe. And we see it still today on a daily basis, bad practices that people have just because there's not enough awareness and there's not enough of continuous, you know,

um, communication.

And the website is one place to do that, I agree. So we'll look at that, but there's also this big training component that has to happen both inside of the city with staff as well as educating our public on a regular basis.

So we're, we're very aware of that. It's a, it's just an, it's become an industry now, um, where it's a day-by-day kind of situation.

COUNCILLOR DENISE E. SIMMONS: Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you. I was gonna comment earlier, I forget who it was. I think it might have been Lee use the term data scientist and, and a data scientist didn't exist six minutes ago.

So, so this is how quickly things are morphing, but that just brings me back to my reiteration, reiteration that if I kick around your part of the website and I'm seeing documents that are from 2014, I'm worried that we're not where we need to be. So thank you for being attentive to that.

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

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam

Chair, and through you. I do concur my colleague that it's a big problem and I realized that you guys are working hard on it. I lost some access to my email from my iPhone recently because of that, so thank you for, uh, looking out for us, and you know, I recognize that we may have to sacrifice some convenience, uh, as a result.

Um, where, where are we with our server hosting and do we have plans and, and budgets for, um, moving any of that into, uh, the cloud?

COUNCILLOR DENISE E. SIMMONS: Please speak on the mic.

SYSTEMS MANAGERS MANAGER MICHAEL DESANTIS: Yep. Uh, through you, Madam Chair. Um, to touch base on that. So, uh, the city is, we're about, uh, 98%, um, virtualization right now. Uh, we house all that data inside, but as part of our, part of our, uh, business continuity plan, uh, we have identified critical servers, um, that we are in the process, we actually have them, we've migrated into our, uh, cloud subscription in Microsoft Azure.

So, uh, in the event of a disaster and we lose a data center, um, that pretty quickly we will be up and running with, um, some of our critical infrastructure.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you. And are we planning to go a hundred percent, um, virtualization and, and are we planning to move the servers from City Hall?

COUNCILLOR DENISE E. SIMMONS: Mr. DeSantis.

SYSTEMS MANAGERS MANAGER MICHAEL DESANTIS: Through you, Madam, Madam Chair. Um, so yeah, the goal is to have a hundred percent vir, virtualization. Um, I don't think that we'll, um, ever be a hundred percent in the cloud, um, just because we need to be able to have our data here and be able to touch that.

Um, we want to use the cloud as a resource, uh, for backup and, uh, disaster recovery. Um, but having, um, our data live in the city, uh, is, is really important to us.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you.

COUNCILLOR DENISE E. SIMMONS: Further discussion? Hearing none, I'll entertain a motion to refer the Information Technology Department's budget to the full council with a favorable recommendation. On a motion by Councillor Siddiqui, all those in favor say aye. Oppose?

The ayes have it, and the matter is so referred.

We now move to Public Celebrations. And this is pulled by Councillor Mallon. Good afternoon. Councillor Mallon, you have the floor.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. And uh, welcome to Ms. Neal and Mr. Weeks from the Arts Council. Thank you for coming to talk about, uh, Public Celebrations, but more specifically the Multicultural Arts Center.

Um, I have some specific questions about the budget that I'm hoping that you both can help me with. Um, just as a little bit of background, uh, from Ms. Neal who has not been as actively participating in the Arts Task Force, uh, for the last eight months, I've chaired the Mayor's Arts Task Force with artists, arts organizations, and other stakeholders to really understand the challenges that exist here for artists, um, what they're facing here in Cambridge.

And the consistent message has been, um, that the city has not funded the arts in the way that it could have. As a city, we invested total of \$1.2 million and \$200,000 of that is for the Multicultural Arts Center annually, which

is close to about 20% of that overall arts budget that we spend as a city and almost a half of the annual budget for the Multicultural Arts Center, so we're a huge funder of this particular institution.

Um, many of our arts organizations that are deeply, deeply involved in the Cambridge Community and bring a lot of Cambridge residents into their doors every year, uh, would kill for that kind of consistent and unrestricted funding for our non-profit having unrestricted funding is sort of the, the name of the game.

Um, because that is something that doesn't have to go to a specific project or program, it's something that can cover just about anything, and accounting-wise, it's, it's a real gift.

Um, so I'm curious, uh, either Mr. Weeks or Ms. Neal, if we could talk about where the other funding comes from. I know where about half of your budget, where the other funding comes from. If we could just talk about that quickly.

COUNCILLOR DENISE E. SIMMONS: Mr. Weeks, Ms. Shelley Neal, you both have the floor.

DIRECTOR JASON WEEKS: Through you, Madam Chair. Um,

I'm gonna defer to Shelley Neal, the director, uh, because although this money sits in the cost center, which is the, the Public Celebrations, uh, it's managed directly, uh, by her.

COUNCILLOR DENISE E. SIMMONS: Thank you. Ms. Neal.

DIRECTOR SHELLEY NEAL: Yes, thank you. Madam Chair. I'll use last fiscal year, FY 1'8 is the base. Um, we've given copies of our audited financial statements as we do every year to the city manager, the budget director, um, for the review--

COUNCILLOR ALANNA M. MALLON: Sorry, just to confirm, sorry. Through you, Madam Chair. Did you say FY '18?

DIRECTOR SHELLEY NEAL: The year that just concluded.

COUNCILLOR ALANNA M. MALLON: So that--for us, that was FY '19, so I just--right. We're, we're working on the FY '20 budget right now, so am I wrong?

DIRECTOR SHELLEY NEAL: The most recent financial statements that we have that were audited was FY '19 because we're on fiscal year, it ends June 30th.

CITY MANAGER LOUIS A. DEPASQUALE: She's gonna give the actual audited statements, which would be fiscal '18, 'cause we're in '19 talking about '20. So the full year of

numbers would be based on the last complete budget, which would be '18.

COUNCILLOR ALANNA M. MALLON: Okay.

COUNCILLOR DENISE E. SIMMONS: Did you follow that Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: That's fine.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Um, in that last fiscal year that was audited, roughly 36% of our revenue came from the City of Cambridge. The rest of it comprised, um, a combination of other revenue sources including facility event rentals, grants and contributions, box office sales, in-kind, donation, subtenant revenue, interest income, other income. Does that answer your question?

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. Um, if you could break out, I'm curious actually about event rentals, uh, and the percentage of your overall budget that's event rentals.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: That would represent approximately 34% of our budget.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: So 70% of your total budget comes from the City of Cambridge and just renting out the space? Is that, that's my math, right? Okay.

DIRECTOR SHELLEY NEAL: Yes.

COUNCILLOR ALANNA M. MALLON: Um, well, what I was gonna ask was, I know that you do a, a lot of weddings and so I'm wondering if you could tell me, you know, programmatically the number of weddings you do versus arts programming that brings people in the door and, and brings people in from the community.

DIRECTOR SHELLEY NEAL: Um, I'll speak first to event rentals, since you asked, um, last year, three of them were for corporations or businesses, two of them were Cambridge based, 10 were non-profits, five of which were Cambridge based. 33 were from private individuals, four family gatherings including weddings, um, 10 lived in Cambridge, a total of 37% live in Cambridge.

We don't have stats on how many of those people also work in Cambridge. Sometimes we ask anecdotally as they come through the door, how did you find out about us? Do you live in Cambridge? Do you work in Cambridge? More and

more we're hearing, we work in Cambridge, but also we live in Cambridge.

Um, and in terms of some of the non-profits that we've worked with in the recent past, they, they include Cambridge Health Alliance, Massachusetts General Hospital, Partners in Healthcare, the Community Dispute Center, Combined Jewish Philanthropies, and others.

And in terms of corporate renters, they've included Sufa, HubSpot, Mitsubishi, and there's also arts organizations, this includes dance companies and theater companies.

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

COUNCILLOR ALANNA M. MALLON: So that seems like a lot of, um, a lot of weddings and a lot of events. Do you do a discounted rate for non-profits, Cambridge based non-profits? A discounted rate for space.

DIRECTOR SHELLEY NEAL: Um, the rate for non-profits for an eight-hour rental is \$1,800. However, for example, if it's a small meeting that would take place in the gallery, we would come up with a lower rate because you're not utilizing as much of the facility.

COUNCILLOR DENISE E. SIMMONS: So we didn't hear that over here. I heard--we heard the 1800, but we didn't hear--so you have a very soft voice if you don't mind speaking up just a little bit, 'cause it's hard.

DIRECTOR SHELLEY NEAL: Sure. Um, the \$1,800 is the non-profit rate for renting the facility and that's for an eight-hour rental.

COUNCILLOR DENISE E. SIMMONS: Eight hour. Thank you.

COUNCILLOR ALANNA M. MALLON: And what's the for-profit rate for an eight-hour rental?

DIRECTOR SHELLEY NEAL: Uh, \$4,800, and that's usually on a weekend, which could be Friday, Saturday, or Sunday.

COUNCILLOR ALANNA M. MALLON: Okay. So I'm just looking at the budget book, I was reviewing it, uh, last week. And for your narrative, it says for the fiscal '18, the Multicultural Arts Center, the Cambridge Arts Council, and the city partnered to offer Arts and Community dialogues, a series of four community-based dialogues that use performing arts as a catalyst for conversation and direct engagement on critical and timely topics.

Um, but there's nothing listed for FY '19. In your narrative, can you, um, I felt like that was a little

concerning given that we are not talking about fiscal year '18, we're talking about fiscal year '19.

So maybe we could talk about a little bit of the ways that you--the Multicultural Arts Center brought the Cambridge Community into the space and provided arts experiences in the fiscal year that we're talking about.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: I can tell you--thank you, Madam Chair. I can tell you that this is the 10th consecutive year that we participate in Summer in the City programming, which brings hundreds of Cambridge Community members to participate each year.

It's also the 10th consecutive year that we've produced the largest, and I'm told best attended music stage at the Cambridge River Festival, which feature, features both local and guest artists to perform on the stage, which centers around jazz, blues, and R&B, and this reaches thousands of audience members each summer.

And for the 20th consecutive year, we've hosted an annual arts exhibition of K-12 Cambridge public school students providing a venue for 175 students each year to publicly exhibit their work, and that's viewed by Cambridge

families, students, teachers, and community members.

For the last 10 years, we've worked with Cambridge Arts to support and participate in Cambridge Open Studios. And in 2018, we provided a venue for 50 Cambridge artists to share their work with the community. We also hosted, again in 2018, the closing reception for Open Studios.

We also held our 32nd annual performance of Joyful Noise, a concert featuring the Harlem Gospel Choir at Sanders Theater in Cambridge. That's the only site that we use that is not a Multicultural Arts Center site.

And we've also hosted public meetings, including one in October and one that'll happen I think later in May with regard to important community issues that East Cambridge is facing.

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

COUNCILLOR ALANNA M. MALLON: Can you re, can you remind me where Summer in the City takes place? Is it at the Multicultural Arts Center?

DIRECTOR SHELLEY NEAL: Yes, it's inside the building if it's raining and it's in Sennott Park if it's sunny.

COUNCILLOR ALANNA M. MALLON: Okay. And the K-12 Arts,

um, programming, I actually was--had a chance to attend 'cause my daughter was participating in it this year. Um, so that's up for a, a week or?

DIRECTOR SHELLEY NEAL: There's actually two exhibitions, uh, kindergarten through eighth grade, and that's up once it's installed for about three weeks, and then the high school students, which is nine through 12, that's also up for about three weeks. So for a total of about six weeks, and in fact the high school students exhibition just came down on Monday.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Okay. And then for fiscal year '20, I'm assuming we're gonna move forward and have the 11th Annual Summer in the City River Fest, which doesn't happen onsite, Open Studios and this arts programming. Um, with a tenant in residence that is no longer gonna be, uh, onsite Bridge Rep theaters, Bridge Rep organization is not gonna be, um, in residence this year.

Can you talk to us a little bit about what arts programming, the Mar, Multicultural Arts Center is gonna be doing in place of that? That really brought in a lot, a lot of the Cambridge Community and, um, I know I had the

pleasure of attending a couple of shows and, uh, a lot of people were talking about going there and re--discovering it for the first time. And I'm wondering how we keep that momentum up and what your plan is for fiscal year '20 to continue to bring in Cambridge residents and engage them in an arts related way.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Madam Chair. I've been the executive director of the Multicultural Arts Center for the last 20 years, and so things happen in cycles. For example, we've worked with Actors' Shakespeare Project since their inception, which I believe was in 2006, and they come in every other year. I'm currently in the process of negotiating with them about their future plans for their next season.

Um, in terms of relatively recent past, at one moment we had a wonderful jazz club that was presenting jazz music on a regular basis, and it was steered by Fenton Hollander, who used to be the musical director at Regattabar. Um, he was with us for four years, so as, as though the space opens up and then the space closes and somebody new walks through the door.

So we're in the process now since we just learned the Bridge will no longer be with us in the month of April. Um, we're planning for the upcoming fiscal year, which we do on an ongoing basis, but we're looking forward to the next fiscal year, which will start on July one.

And that would include some of the things that I've already described to you, including, um, the free summer concerts that we do in conjunction with Summer in the City, just in terms of what's coming up really quickly in the summer.

COUNCILLOR ALANNA M. MALLON: Councillor Mallon.

DIRECTOR SHELLEY NEAL: And we're also looking at putting together an open house, and these are all in the planning stages. I tend to hate talking about things before they're fully realized, but we're also looking at putting together, um, an artist fair this summer.

COUNCILLOR ALANNA M. MALLON: Well, I would really look forward to having an artist fair, I think that's something that, um, many of our artists have expressed that they don't have enough opportunity to show their work, um, particularly for, um, a low cost.

Um, you know, one of the things we've been talking

about here is the Multicultural Arts Center being right in the middle of East Cambridge and not a lot of East Cambridge residents really knowing that it's there, it's for them.

Um, I'm wondering how--just gimme a second. I'm wondering how you track demographics or residents, how--I feel like as a city, if we are providing 34% or close to 50% of your funding, and it's a concern of ours, whether or not people from the community are coming in.

How do you track whether or not somebody's from Cambridge, from the neighborhood? Is there a way that you keep track of information of who comes in the door, who's participating in the programming, that type of thing?

DIRECTOR SHELLEY NEAL: Sure.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Thank you, Madam Chair. Um, I can tell you that in the last fiscal year, 9,426 people came through our doors. Of that group, 487 of them were people who came specifically to view the eight different gallery art exhibitions that we did.

The number is much higher when you factor in people who visit the art center for other reasons and see the

artwork in the gallery at the same time.

3,489 attended dance music and theatrical performances, and another 906 people attended Joyful Noise, our annual community event that I described earlier, um, that's a total of 4,882 people.

Additionally, the rentals that I mentioned earlier brought in 4,544 people, and that's where the number 9,426 came from.

We keep demographics, um, which were required to do for some of our funding courses, um, sources. And so we have some information, but we don't know where everybody who walks through the door is, um, we just know, we know our neighbors, um, we know people who have been using the art center as a place to learn about multiculturalism and multicultural arts for the last 20 years that I've been there.

Um, the Multicultural Arts Center was opened in 1985 just in terms of getting a bigger picture of how long we've been there.

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

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

Um, I would really like to see the city having access to that demographic information as part of, um, you know, we are a funder and I, I understand that with your other grant funders, they require that and I think we need to start requiring it as well.

Um, and you know, since the budget is just sort of a line item and I haven't gotten to see how it's broken down and how it's going to be supporting the arts and the arts community here in Cambridge, before I approve this budget, I would really like to see how you're spending this \$200,000, um, broken out line by line before we go to a full council budget.

So I hope you're amenable to that. Um, I think the most important thing for us as a city, if we are only spending a limited amount of money on our arts, we need to make sure that every single dollar that we are spending on the arts is well spent, and, um, is something that's going to be going straight towards our mission, which is really providing arts related experiences for our residents, whether they're the youngest residents, the oldest residents, East Cambridge, all over.

This is a, it's a beautiful space and it should be, it

should be for our residents to enjoy. So thank you for providing this information. I would like to see that line-by-line budget, uh, especially if you think about fiscal year '20 and moving forward and maybe you'll have a little bit better idea of what your fiscal '19 breakdown is as well.

Um, so I'm gonna yield the floor to my colleagues in case anybody has any additional questions, but thank you for being here.

DIRECTOR SHELLEY NEAL: Thank you.

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

COUNCILLOR SUMBUL SIDDIQUI: Thank you, Madam Chair. Through you. Disappointed to hear about Bridge Rep not coming back, uh, as well. Question about--follow, just following up on Councillor Mallon's point about demographics, this section and arts in general, we talk a lot about diversity.

And so is--are--do you have a staff person thinking about those demographics and how we track that? Um, you know, is there a way that you've thought about that in the past?

DIRECTOR SHELLEY NEAL: I'm not sure what you're asking me, I'm sorry. Could you explain.

COUNCILLOR SUMBUL SIDDIQUI: I'm asking if you track diversity in the--,not just in resi, residential, but, um, diversity by gender, race, and so forth. And if you do, please share it.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Yes, we do. I don't, I don't have demographics in front of me and I don't want to give you information that is inaccurate, but we do track by gender.

Um, we're currently considering changing the tracking to include X. Um, we also track by ethnicity as best as we can tell, because we don't ask everybody that walks through the door what their racial and ethnic background is. Um, we also track by age, youth, seniors, uh, teenagers, um, yeah.

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

COUNCILLOR SUMBUL SIDDIQUI: Thank you. Through you. Yeah, I'd love to see some of that information. And with respect to kind of the, the other, you know, race and ethnicity, and so forth, I wonder if there's concrete ways

that organizations do, do that, that we can do, you can, we can suggest the multicultural arts center doing that isn't assuming, um, characteristics.

So perhaps that's something--a conversation for the future. Uh, that's it for now, but I concur with Councillor Mallon in seeing the, the breakout of the \$200,000. Thank you.

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

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. Uh, I was involved in the seventies and eighties in preserving the building and, um, was quite thrilled when the master developer came in and worked with the city to set up the Multicultural Arts Center, at least as a component of the Bulfinch.

And the term Multicultural Arts Center, um, granted it was a goal then was exactly what the words are, multicultural arts. And I know that's very difficult to pull off with tight funding.

Um, so my question is, and I think, um, Councillor Mallon was heading there, is, um, how much of--what percentage of space use is arts related and what is non-

art? And I realize the non arts pay for the arts in some way, the arts use, I realize that.

But it almost sounded like it's more non-art to help pay for the arts. And if that's true, we have an issue that we need to know about. In other words, if it's not used predominantly for arts, so that we can pay for what we can afford for the arts, it would be good to know.

And, and if you need to send that to us afterwards, that's fine. But given the list you gave and knowing most of the arts activities, 'cause we've been there and we have friends who participate, um, it sounded like it was more than 50% non arts. Now, that might--it's not, that's, that's encouraging.

DIRECTOR SHELLEY NEAL: No.

COUNCILLOR DENNIS J. CARLONE: Please, please.

DIRECTOR SHELLEY NEAL: Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Ms. Ms. Neal.

DIRECTOR SHELLEY NEAL: Thank you. What I had mentioned earlier is that 34% of the revenue that we generate from rentals, and that would be the, in not all but many cases, non arts, unless you consider a wedding or a bar mitzvah, you know.

COUNCILLOR DENNIS J. CARLONE: Yes. Well that's what I'm asking, what, what is not income use, I get it that non arts pays three times, if I remember correctly, or close to it that arts do.

But what is the actual percentage of use of arts for-- at the Multicultural Arts Center and non-arts? And I realize again, non-art helps pay so you can have arts, I'm not condemning whatever that percentage I, I just think it would be informative that, you know, maybe we have to look at this differently if we're not meeting the arts demand or need that my fellow councillors had brought up.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: I think that we are, I don't have a number that I can give you because I don't like giving numbers that I don't know exactly what they are.

COUNCILLOR DENNIS J. CARLONE: That's, that's fine.

DIRECTOR SHELLEY NEAL: But I can tell you, for example, that in fiscal year, uh, '18, we had a combination of 538 visual and performing artists engaged with the Multicultural Arts Center.

COUNCILLOR DENNIS J. CARLONE: Separate events?

DIRECTOR SHELLEY NEAL: Those are artists that participated in either the gallery exhibitions or performing arts events.

COUNCILLOR DENNIS J. CARLONE: Okay. I, I, I won't continue on this trend, but I'm asking for event, event days, how many days, eight-hour increments, if you wish, are art related and how many are non-art related?

And again, the perception is, it's pretty close to half one way and the other, and I could be completely wrong. I mean, that would be great that it's two times more arts than non-art.

So if you could get back to us, we, we would appreciate that. And it, and it might--I'm not condemning anything, I'm just saying that if that is the case, we have to rethink this, I think, to maximize the arts.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal, did you want to add anything?

DIRECTOR SHELLEY NEAL: Um, a couple of things. Our grant from the city is for our corporate purposes as a non-profit for the purpose of operation and maintenance of a multicultural art programs in our space and for residents of Cambridge.

And I truly believe that we deliver on that and have been delivering on that, um, for the last 20 years and will continue to deliver on that.

And I think that probably if you're looking at percentages, again, don't quote me, I think probably in terms of the arts and use of the space for the arts, we're now over a hundred percent of usage.

I ran some numbers about two years ago to see, because when I got there, the space wasn't being utilized and I wanted to see how often we were using the space.

And I think it would be safe to say that 70% of what goes on at the Multicultural Arts Center is about the arts and that that's visited through our gallery exhibitions and the performing arts and always has been.

COUNCILLOR DENISE E. SIMMONS: Thank you, Ms. Neal.
Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Okay. So if, if you could study that and get back to us, and I hope it is that high, that would be great. But an exhibition could be up like the paintings in this room, and we're having a non arts meeting right now, and it's a gallery of sorts, so does that count as arts when there's a meeting here or, or

not?

DIRECTOR SHELLEY NEAL: We look at--Madam Chair. We look at the gallery as a window that people can look through to gain a better understanding of the diverse peoples on the planet. So it's different than this hall in that we consciously curate and bring in work that helps us to meet our mission, which is to educate the public about diversity through the presentation of multicultural, visual, and performing arts.

COUNCILLOR DENNIS J. CARLONE: Okay. Let me put it this way then, reservations, when is a room reserved solely for art, and when is it reserved for non-art?

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

COUNCILLOR DENNIS J. CARLONE: That's all I'm asking for. I've said it now five different ways and, uh, I would appreciate that percentage, it would help us enormously. Thank you. Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Thank you, councillors. If this is not information, um, that you have on hand, I would respectfully ask on behalf of the committee that that is presented. I believe I heard from my colleague that they want to see this before the budget is adopted. I think they

gave you about a week, uh, to have that back to us in writing.

DIRECTOR SHELLEY NEAL: Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: May I make a comment?

COUNCILLOR DENISE E. SIMMONS: Absolutely.

DIRECTOR SHELLEY NEAL: Um, I was asked to provide, uh, a month look at our calendar by the budget director. And so I provided the first quarter of this calendar year, January, February, and March. So if you want a snapshot, that would show you what's going on in terms of how the space is being occupied for visual and performing arts. Is that helpful?

COUNCILLOR DENISE E. SIMMONS: I can't speak for my colleagues, they speak very well for themselves, but what I think I heard was, uh, one colleague wanted to know from a demographic perspective how many Cambridge people are actually in this space, uh, using it.

I think another colleague says, how often is it a visual art, art, art experience that is an art experience and not sort of a passive experience that you took part of because you were in the building.

I think there was a question relative to how's income generated or how's income used in support of programs specifically for Cambridge residents? Uh, did I miss anything?

COUNCILLOR SUMBUL SIDDIQUI: Diversity as well.
Diversity demographics.

COUNCILLOR DENISE E. SIMMONS: And the last question would be, if you could give us diversity demographics. And, and again, it's just to highlight, enhance, or be, be better aware of how the services of the Multicultural Arts Center is being used by, uh, citizens of Cambridge because we all have a fiduciary responsibility.

So it's not trying to gotcha--it's just trying to have a clear picture. Uh, is that a, a clear assessment? Very good Councillor, um, Vice Mayor Devereux, you have the floor.

VICE MAYOR JAN DEVEREUX: Thank you, Madam Chair. Um. One, one thing I would add, add is that East Cambridge has changed greatly and is continuing to change, um, since the Multicultural Arts Center was founded even--and since even you've been there in the past 15 years.

And, and I think, uh, every organization probably at

some point has to take stock of their mission and, and sort of determine if what they're doing still aligns with the mission and still aligns with the community.

So have, have you and your board undertaken any kind of strategic planning or do you intend to, that would perhaps help you evolve to meet the needs of the community better?

COUNCILLOR DENISE E. SIMMONS: Ms. Ms. Neal.

DIRECTOR SHELLEY NEAL: Madam Chair. Um, we have in the past done strategic planning among other types of planning for the institution. We're not currently in a strategic planning mode, um, we're very aware of the changes in the neighborhood over the last 20 years, which has been my tenure.

Um, in particular, back in 2004, when we saw the changes that were taking place, the Multicultural Arts Center, uh, began a ad hoc group, which at its high point had about 50 participants and they were a wide range of organizations and people from the community.

And we were looking specifically about what and how development was going to impact the neighborhood, it was called the Consortium for Arts Business and Leisure.

Out of that initiative, which lasted for a number of years, was born the Cambridge, uh, um, the Kendall Square Association, the East Cambridge Business Association, and the free outdoor summer concerts and dance that we do every year.

So we, we do, we have, and we will continue to look seriously about the changes that are taking place in the neighborhood because we have--now, when I first got there, you would never see people pushing baby carriages, it just--there were not new young people coming into the neighborhood, and now there definitely are. You can just look out the window and see, and people come in, people with those babies and carriages come in and look at the galleries. So yeah.

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

VICE MAYOR JAN DEVEREUX: Yeah, I mean, I think, I think that was--2004 was quite a number of years ago, so I think that would be a really healthy process to do in partnership with the KSA, which has evolved greatly with the East Cambridge planning team, with East End House, with some of the other organizations, particularly centered around East Cambridge, to, to determine how it is that,

that you can meet the needs of the community better with a focus on the arts.

I think what you're hearing here is, you know, a sort of general frustration, not solely with you, but with the situation that the arts are facing in Cambridge and having a largely city supported, um, you know, facility that is-- whose mission is to support the arts.

I feel like we really want to make sure that we are getting everything we can out of it because spaces for the arts are, um, few and far between and, and getting, uh, fewer and farther between.

Um, so is the buil, is the building actually open outside of scheduled events and gallery shows? The only times that I confess that I've been in there are either for a perf--are usually for a performance, and then usually there's something in the gallery and I wander in there, but it's, it's a little hard from the street to know what's actually there 'cause you kind of have to go in through one of the courtyards. Can't--do people just drop in, and is it open everyday for that?

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Madam Chair. We're open Monday

through Friday from 10:00 AM to 6:00 PM, those are just normal business hours. And then additionally, we're open for performances, open houses, events, meetings, et cetera.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Okay. And then one other question related to funding is, do, do you do fund, fundraising that is separate from fees that subtenants pay you, or a box office or something? Is there an actual fundraising budget?

And--'cause that, I mean, I know that we're looking at it sort of like, well, events have to--non arts events are important for helping to foot the rest of the cost of operation, and I, and I certainly get that that's one element, but I'm sort of wondering how much fundraising is also going on so that you wouldn't necessarily be as reliant on weddings and so forth.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Um, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: No, go.

DIRECTOR SHELLEY NEAL: Okay. Um, we receive funding from the Massachusetts Cultural Council, we receive funding from the Cambridge Community Foundation, East Cambridge

Savings Bank and others, so yeah, we do receive, you know, grant monies and that's part of our fundraising strategy.

In the past we've done what are called one-off fundraisers, which are special events. Um, after the crash in 2008, the way grants, um, were available became sort of a tighter squeeze, uh, people's portfolios because of the state of, um, the financial plateau that they were arrested on ended up with the result of folks that had always been funded would continue to be funded.

But the ability, for example, of a small, um, under half a million-dollar organization to garner funds is much more difficult than, for example, a larger institution like the Institute of Contemporary Art or Boston Center for the Arts.

Um, I think that the strategy that we've used around having a beautiful facility that got the Cambridge Historical Commission's, um, Award for preservation in 2010, brought in more people 'cause it's a gorgeous space.

And as I'm sure everyone knows, our rent alone, um, for occupying that space is almost \$11,000 a month. So we have to figure out ways to come up with, um, the funds to help support the programs that we do.

And what the rentals, the reference to, for example, weddings do, is they allow us to provide space for artists that would not otherwise have access to a fully, um, for a facility to do their work out of--without getting into a whole long story.

But yes, it's, it's a challenge, but it's not very different from what a lot of, a lot of the other art institutions like the Institute of Contemporary Art or Boston Center for the Arts and others are doing, they have great spaces and so they rent their space out.

That doesn't mean that we don't deliver on our mission, it doesn't mean that somehow we've lost our focus because it's, uh, a relatively small percentage of where our monies come from.

But, um, I, I think that we do a really good job. We always say we do a lot with a little, not that a half a million dollars is little, but we do the best we can with what we have.

And in the process of that, we provide employment for over 500 artists a year, and we do performances, many of which are free, not all, many are ticketed as well.

We provide opportunities for people in Cambridge as

well as the greater Boston area, which then drives business into East Cambridge because again, East Cambridge doesn't look like it did when I first got there. I mean, they were--the streets were abandoned, there was no foot traffic, nothing.

And I used an example that was dated from 2004, and that went on for a number of years, but the thing that was so great about it was that there were 50 different institutions and it was a wide cross section.

We had the Cambridge Community Foundation sitting in, that was with Bob Hurlbut, we had the Museum of Science sitting in, we had, um, Cambridge Arts sitting in, we had a real cross section, and it was trying to tackle a problem of, here's a community that's under rapid change.

They were talking about putting in thousands of units of housing that were not there before and how--and who we're gonna be moving into those, um, new housing structures, and what was that going to mean in terms of the older community who lived in what used to be called the Workers' Cottages, many of which are across the street from us.

So it is dynamic, it is changing, it is something that

we talk about all the time, and that's both in terms of staff and in terms of across-the-board meetings that we have with various folks that we work with, um, uh, it's a challenge, but I think it's one that we've met really, really well and that we do it with a cross section of presentations that I think over 9,000 people thought were worth coming in for, so.

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

VICE MAYOR JAN DEVEREUX: No, thank you. I, I yield the floor. Thank you.

COUNCILLOR DENISE E. SIMMONS: Okay. Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Chair. Just a quick sort of question, comment, which is, independent of all this stuff, we've built a couple of new schools and one of the things about the new schools was they were supposed to be more available to the general public for arts related events, performances and so forth. And I didn't know if we had any way of figuring that out in the budget or if that's the discussion that we should have differently.

COUNCILLOR DENISE E. SIMMONS: Who are you directing that to, Councillor?

COUNCILLOR CRAIG A. KELLEY: Anyone who can answer it.

COUNCILLOR DENISE E. SIMMONS: Ms. Peterson.

DEPUTY CITY MANAGER LISA PETERSON: Through you, um, Madam Chair. Um, I do think that we should have the conversation separately. The School Department are the ones that permit the use, so they will have the best data on that and how much is used by schools and how much is used by outside organizations. So, uh, we can follow up with that and try to get that. Yep.

COUNCILLOR CRAIG A. KELLEY: Okay. Super. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you Councillor Kelley. Mr. do--Weeks, do you want to, to add?

DIRECTOR JASON WEEKS: Yeah. Through you, Madam Chair. I just wanted to add the point that, um, both through Cambridge Arts and in partnership with Shelley and Multicultural Arts Center, uh, we've worked closely with the Office of Visual and Performing Arts and Andrea Zuñiga, and so we connect her and--directly to Shelley and her team for many of the exhibitions. So there's already good communication going, so I think it can just get better.

COUNCILLOR DENISE E. SIMMONS: Thank you, Mr. Weeks.
Further discussion? Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Um, along with many of my colleagues, I was very disappointed that the Bridge Repertory Theater, uh, was not able to stay in residence.

Uh, could you say a little bit more about why that is the case and what the financial impact is on your organization of that, uh, transition?

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: Madam Chair. We spent several months negotiating, um, the possibility of their coming back for a third year. Uh, before the negotiations began, there were a list of demands that were presented first to me, and then to my board of directors.

And they were, um, demands that we felt that we could not meet, and, um, because those demands were not met, Bridge said that they would not go into their third year with us and communication totally broke down.

I have, um, a press release with me if members of the council are interested in looking at it, and we also have support letters that I've brought, um, from a variety of

sources in terms of people that think that the work that we're doing is appropriate and valuable and they're a cross section of people.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you. And could you speak to the financial impact of losing this tenant.

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: They were not tenants, they were, um, in residence and this past year, the, uh, amount of money that they were paying to the art center was \$17,000.

COUNCILLOR DENISE E. SIMMONS: Annually?

DIRECTOR SHELLEY NEAL: Yeah.

COUNCILLOR DENISE E. SIMMONS: Annually?

DIRECTOR SHELLEY NEAL: Yeah. Yes.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

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

COUNCILLOR DENISE E. SIMMONS: Further discussion. Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. I just wanted to go back to two points, um, that I heard

during the discussion. You mentioned, um, the Vice Mayor that, um, 9,000 come in the door to experience arts events, but the number I heard when, um, you were talking earlier was closer to 4,400 outside of weddings and corporate events. Is that right? Do I have those numbers right?

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

DIRECTOR SHELLEY NEAL: The number of people that came through our doors was 9,426, and the number of folks that came specifically for arts events were 4,544. I have--

COUNCILLOR ALANNA M. MALLON: Okay.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: I did have that right.

DIRECTOR SHELLEY NEAL: I have a copy of the impact summary that we prepared if members of the council would like to look at that as well.

COUNCILLOR DENISE E. SIMMONS: You can certainly leave it and that we've made part of the record as well as being disseminated amongst the, the committee Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. And I also, something that, um, came up during the diversity conversation with Councillor Siddiqui, um, that I just wanted to double check. You said, um, race is not

tracked in a self-identified way. Your staff actually identifies somebody's racial status and writes that down.

Is that right?

COUNCILLOR DENISE E. SIMMONS: Ms. Neal.

COUNCILLOR ALANNA M. MALLON: Is that how that's tracked?

DIRECTOR SHELLEY NEAL: We have, um, a number of categories. European American, black African American, uh, La, Latino, Latin American, Asian American, and other, other is a growing group of, um, we're not sure, and so they go into other.

COUNCILLOR ALANNA M. MALLON: So your staff, your staff is actually checking off for the, the people are not self-identifying?

DIRECTOR SHELLEY NEAL: No.

COUNCILLOR ALANNA M. MALLON: Okay. I'm not sure that that's information that I feel comfortable using as demographic information if it isn't self-identified. Um, so I would like to figure out a different way if we are gonna be tracking as I said, if we want to be tracking demographic information, uh, we might have to have a conversation about how that looks going forward.

Um, and then just to add to the list of things, I think, think one of the things I had asked for was, um, with the breakout of the budget, sort of an FY '20 narrative of how--what the plan is to bring in Cambridge residents for arts related events for fiscal year '20.

So not just a breakout by, you know, numbers, a real plan. You know, you talked about Summer in the City, River Fest Open Studios, the K-12. What are the other ways that we're gonna be bringing in the Cambridge Community in a narrative form because it's not, it's not listed here.

So I would add this to the list of things that we need in order to move forward with this budget with the full council. Thanks.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Mallon. Is there anyone that has not spoken or would like to speak? Pleasure of the committee?

I just have a few questions then. Um, reading in the budget narrative on V43, and you speak to these community dialogues, provide much needed opportunities for residents to come together, sharing artistic experience and discuss issues that are often dive, divisive and painful within community.

This year, the discussions focused on race, discrimination, equity, and education, and the immigrant experience in Cambridge and beyond.

I guess I'm curious, um, how that was done. Was that funded by the city, uh, through the mon, monies that we give you? And if so, is there a way that we can get the outcomes from all those discussions?

DIRECTOR SHELLEY NEAL: The outcome in terms of information about how the grant was spent, and--

COUNCILLOR DENISE E. SIMMONS: It was a grant?

DIRECTOR SHELLEY NEAL: It was a grant from the City of Cambridge. We asked for a one time only grant. We had done a very, very successful program a number of years ago called the Arts and Dialogues on Race, um, we did that for three years.

And this was, um, arts and community dialogues was a way to sort of have that re-emerge as a program type. And we did focus in on those four areas.

If people are interested, there's still, we, um, worked with, uh, the city's, uh, video component CityView, and so all four of those events were videotaped and they're on our website. So, um, that way if fols--

COUNCILLOR DENISE E. SIMMONS: Multicultural Art Centers website?

DIRECTOR SHELLEY NEAL: Yes.

COUNCILLOR DENISE E. SIMMONS: They're not on our website?

CITY MANAGER LOUIS A. DEPASQUALE: They could be.

COUNCILLOR DENISE E. SIMMONS: Just curious. All right. So we--I'm just curious, who was the target audience and what was the outcome? And you're saying if we--there was--do I take from that, that there was no note taker and so there no recommendations or anything came back, so there's nothing in written tangible form that came from that, that the city might be able to use going forward in its raised class dialogue.

DIRECTOR SHELLEY NEAL: Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Yes, ma'am.

DIRECTOR SHELLEY NEAL: What we were trying to do was take issues that were of interest and or concern within the community and to use as we had in the past, the arts as a platform to be a springboard for discussions around those issues.

And so, for example, the first one that we did was on

colorism. And, um, I think it was a catharsis for a lot of people to be able to look at a small short play that lasted about 20 minutes and then talk about how it made them feel, and or how their own experiences were either reflected or not reflected in those experiences.

COUNCILLOR DENISE E. SIMMONS: And when was that done, please?

DIRECTOR SHELLEY NEAL: The first one took place in, uh, January of 2018, and the last one was in June of 2018.

COUNCILLOR DENISE E. SIMMONS: Okay, very good.

DIRECTOR SHELLEY NEAL: There were four.

COUNCILLOR DENISE E. SIMMONS: Thank you. And then lastly, um, one of my colleagues talked about interaction with the communities. For example, to what degree is space allocated for the youth--like say to our local high school?

I, I, I, Councillor Kelley mentioned just schools in general, but I remember there was a time, at least, I hope I remember this correctly, but the high school would have their annual visual photography exhibit. I don't think that happens there any longer, but has that been replaced with some other outreach to our schools, particularly our high school in order to engage local families, and is that--and

when they do that, is the site free or do they pay for that?

DIRECTOR SHELLEY NEAL: All the gallery exhibitions are free and open to the public as are the receptions, and the program that you--

COUNCILLOR DENISE E. SIMMONS: Is it, is it free to use it? I--not the act--if I'm the high school art teacher and I want to do an exhibit for--

DIRECTOR SHELLEY NEAL: Oh, they don't pay to use it.

COUNCILLOR DENISE E. SIMMONS: That's what I was--
thank you.

DIRECTOR SHELLEY NEAL: No, no, no, no. And that program that you're describing is the high school program that's been in place for the last 20 years and just came down, um, it was up for three weeks in the gallery, so that's still happening.

COUNCILLOR DENISE E. SIMMONS: One of the things, and maybe it's just me, um, I didn't, I didn't know, I--th, this seems like there's some rich programming that's going on, somehow we're not connected and maybe it's just me, and so how do we, I hope that we can improve that going forward.

If the--is there--are there any further discussions?
So Councillor Mallon, you had requested some information.
Do you not want to pass this on favorably to the council
and hold it back? Okay. So we will not be--there will not
be, there will not be a vote to pass this on favorably
until we get additional information and maybe that will
happen in the second. Hold on, I'm getting some advice from
my--

CITY CLERK DONNA LOPEZ: Why don't you move that
favorably pending the information before the budget.

COUNCILLOR DENISE E. SIMMONS: Madam Clerk suggested--
suggest that we move it forward pen--with a favorable
recommendation pending, I was getting there, pending the
receipt of the additional information required by the
committee.

Is that favorable to the, the committee? Hearing no
complaint. On a motion offered by Councillor Mallon, all
those in favors say, aye. Oppose? The ayes have it, and the
matter is pen, tentatively referred.

We move now then--thank you for your time.

DIRECTOR JASON WEEKS: Thank you everybody.

DIRECTOR SHELLEY NEAL: Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: We now move to the Animal Commission followed by the Electrical Commission. Animal Commission was pulled by Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Um, thank you. I was glad to see that in the budget that we are hiring an additional animal control officer and I've personally experienced some, some issues with off-leash, uh, dogs and, and enforcement, so I'm glad to see that we are investing in, in that area.

Um, I also saw that we are accepting online payment for dog license applications. And, uh, I went online recently to register my dog and, um, was confronted with a \$5.50 charge to, to pay a \$10 fee. So I, I was curious about that.

CITY MANAGER LOUIS A. DEPASQUALE: Uh, through you, Madam Mayor--Madam Chair. Sorry. I did look into that. Uh, Viewpoint charges a flat \$5 fee, not based on the value, but based on the transaction.

So it's about four departments, they currently have, uh, two more coming. But if you had a \$1,000 permit, you paid \$5 and if you had a \$10, it's a flat fee. I was not aware that that was a flat fee structure.

So for most permits it probably works out for the better, however, absolutely for a \$10 one, it doesn't make sense, but it's a flat fee structure.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you. I, I appreciate that. Um, it, it would be helpful if we could have a, a way to make that easier because it, it does, um, strike one as odd to pay \$5 to pay \$10.

COUNCILLOR DENISE E. SIMMONS: Any further discussion, Councillor Zondervan?

COUNCILLOR QUINTON Y. ZONDERVAN: No. Thank you.

COUNCILLOR DENISE E. SIMMONS: Other--pleasure of the committee? Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Mayor. I, I don't know if you'll be back here in front of us again, but Mark, I just wanted to say it's, it's been an extraordinary privilege working with you. I mean, beyond anything I could ever expect of anyone, you have been a stunning wealth of information and responsive city employee and I just could go on and on forever. But I'm truly personally going to miss you, and I hope wherever you go next is fabulous.

COUNCILLOR DENISE E. SIMMONS: You're gonna give him a severance cheque? Further discussion? Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: I, I didn't realize that this was Mark's last, uh, budget hearing. I'm grateful to you as well and I can see that your staff is very sad to see you go as well, which is a true testament to what a great boss you are and what a great city employee you are, so thank you.

DIRECTOR MARK MCCABE: Thank you.

COUNCILLOR DENISE E. SIMMONS: Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: I don't know if people realize it, but Mark didn't know he was leaving until just now.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair. I would--Mark, Mark is leaving and seeing that it did come up, I, I, I will say that I've known Mark for a long time and his commitment to the city has been extraordinary and he will truly be missed.

But he has put the department in a excellent situation and he's the type of person that I know, even when he's gone, will be accepting calls and doing everything he can to keep, uh, doing the, the best he can for the residents

of the city. So seeing this came up--

COUNCILLOR DENISE E. SIMMONS: And this is coming up at the Finance Committee because you didn't pay him enough until we had money?

CITY MANAGER LOUIS A. DEPASQUALE: I would also just like to thank Mark for all his time and effort. Give him a round of applause.

COUNCILLOR DENISE E. SIMMONS: I'm sorry.

DIRECTOR MARK MCCABE: I want to thank you all.

COUNCILLOR DENISE E. SIMMONS: You're very welcome. We want to thank you. Any further discussion on this particular item? Hearing none, I'll receive a motion moving the Animal Commission budget to be referred to the full council with a favor, recommendation--on a recommendation and motion by Councillor Zondervan. All those in favor? Aye. Oppose? Ayes have it, and the matter is so referred.

We will now pull Electrical Department. This will be filed by-- followed by the Fire Department. So the Electrical Department will come forward. This was also pulled by Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. And thank you for being here. I, I want to ask the--

I wasn't able to tell from the, from the budget whether we are investing in, uh, electric vehicle charging stations at all in this budget. And in particular, I'm interested in the possibility of converting light poles into electric vehicle charging stations.

CITY MANAGER LOUIS A. DEPASQUALE: So that can come up as part of the capital budget as well, but Mark can certain--I mean Steve can talk about it, but I just met, yeah, Mark, actually.

Uh, uh, but I did just meet with Community Development Department and we are putting out I believe eight locations, which would be four in around the Danehy Park area and the other three in city lots.

Uh, one station will be for two spaces. Uh, the question is they'll always be available for EV parking, but I think when you look at the Danehy Park area, I do believe based on the certain time of the season, we may want to leave them open as well for people who visit, and we're trying to work out the specifics, certainly at night, later night, that would be fine.

But other than that, I know we've met this week and we've signed off on at least eight new locations. There was

money in the '19 budget for this in capital and in the '20 budget.

So we are moving forward with that and, uh, we're gonna get that information out quickly, but I just signed off, but Steve can talk about it more in detail.

STEVE[phonetic 5:03:47]: Uh, through you, Madam Chair. Um, and so far as, um, light poles with charging stations on light poles, there isn't the capacity at this point. Um, if you think of, uh, what we, what we're servicing right now is a, a streetlight that draws maybe, you know, a few, few watts, um, but the wiring behind it in the infrastructure would not accommodate a, a charging station.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you. I, I believe they're, um, piloting this in, in a few cities, uh, across the country. So, um, it's, it's particularly relevant in Cambridge because so many people don't have a driveway or, or a garage to park their car. And so if they want to switch to electric, which we would like to encourage as it's better for all of our, uh, health and for the environment, um, they, they don't--they may not have an easy option if they can't charge at work or, or near their home.

So, um, is, is it possible for us to upgrade the, uh, wiring or, or somehow, uh, enable this type of technology to be deployed?

STEVE: Uh, it'd be something we could look at and, and uh, check into. I'm not familiar with the other, the other, um, pilot going on, but we'll absolutely check--take a look at it.

But with the, uh, infrastructure alone, I know the infrastructure in Cambridge is fairly old, so it may be, you know, quite a bit of work to see is exactly what locations or areas are updated that could accommodate that.

COUNCILLOR QUINTON Y. ZONDERVAN: Great. Thank you very much.

MAYOR MARC C. MCGOVERN: Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you. Since it came up, if we're going to electrify anything for anything, um, I don't want to leave it at just cars 'cause that's already privileging a very privileged place as opposed to if we're gonna start thinking about pilot programs for electric vehicles, we've gotta be figuring out ways to electrify scooters and similar micro mobility devices. Thank you.

MAYOR MARC C. MCGOVERN: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Um, thank you. Um, so I'm noticing in the charges for services line item of your budget, it is continually dropping. Um, so it went from \$1,200,000 in fiscal year '18 actual to \$990,000 for fiscal year '19, projected to a, uh, budgeted for fiscal year '20 of \$870,000.

And so then when I cross reference to figure out what services you charge for, um, I see that there are three categories, the cut out, plug out fee, the fire alarm box charge, and the signal maintenance fee. So I'm just kind of wondering why or how that all works.

STEVE: Uh, through you, Mr. mayor. Um, the three different charges, the first one, which is the largest, is a reimbursable charge. Um, and it's for when we dispatch a, uh, an employee to go disconnect a fire box that's on the building, uh, while they do testing, whether it be an elevator test, a quarterly test. So that's pretty much, um, driven by the amount of, um, requests that we get. That's why it goes up and down.

Um, the second category, which is the, uh, the box charge that's generated through a, uh, a \$400 yearly connection fee, which we charge, um, these private

buildings to be connected to our fire alarm system directly back to our ECC.

And the last item, the signal maintenance fee is, uh, there's a \$25 fee, um, over three disconnects a week. So if we, if we go to service a fire box, we're giving that customer two free a week, and then on the third we charge a \$25 fee.

VICE MAYOR JAN DEVEREUX: Okay. So the, so the largest portion--it so, it sounds like it should be related to, uh, construction or renovation. Is that not the case? It feels like there's so much construction that it's like one of those things like I can't believe that that's not something that's--

CITY MANAGER LOUIS A. DEPASQUALE: So through you, Mr. Mayor. Uh, there was a large increase in the previous actual, this year's number is running a little behind that. But again, as we do with all our revenues, these are conservative numbers. So I would say that even though it's showing a downward trend, I would not be surprised that when you see the FY '20 budget at the end of FY '20, you are very close to what's in '19.

So there was, uh, just a real uptick in 19 for some

reason, but 20 is going now, but we continue to show that patent. But my guess when the fiscal year ends, we'll be closer to that '18 number than even the budget says and we'll be closer to the '19 number when the end of '20 says. But that's really us working with Steve as a finance group, not necessarily fully his projections.

VICE MAYOR JAN DEVEREUX: Okay. I, I get that. It's maybe hard to predict. And who, who is paying that? Is that something that the, the property owner pays or is that something that utility company pays?

STEVE: Uh, through you, Mr. Mayor. That's, that's the, um, the property owner.

VICE MAYOR JAN DEVEREUX: Okay. And is it something that we have--is it one of those fees where we can only charge a certain amount by state statute or do we have any ability to raise the fee?

STEVE: That, um, no, that's based upon a four-hour charge for an employee. It's that--it's based on that because, um, through union negotiations they get a four-hour minimum to service a box and it's, and--and these are done, um, pretty much seven days a week and at all kinds of different hours 'cause they're testing in the middle of the

night on a lot of these newer buildings.

But it's all, all, all those are from outside, um, uh, either construction because of construction or from the property owner.

VICE MAYOR JAN DEVEREUX: Okay. Um, I think that's all I got. Thank you.

MAYOR MARC C. MCGOVERN: Pleasure of the committee? On a motion by, uh, Councillor Zondervan to send the Electrical Department, uh, budget to the full City Council with a favorable recommendation. All those in favor say, aye. Those oppose nay. The ayes have it.

We now move to the Fire Department. And this was pulled by Vice Mayor Devereux.

VICE MAYOR JAN DEVEREUX: Okay. Thank you and welcome. Um--

FIRE CHIEF GERRY MAHONEY: Thank you. Good afternoon.

VICE MAYOR JAN DEVEREUX: Sorry we've made you wait around all this time.

FIRE CHIEF GERRY MAHONEY: All right.

VICE MAYOR JAN DEVEREUX: Um, well, I'm kind of surprised no one else pulled this. Um, just because we've-- I'm looking at you Councillor Mallon because we've spent a

lot of time and, and, and very productive time, I think talking about particularly the capital budget expenses, um, and the public investment that is--will be made, um, to improve our Fire Department facilities and for, um, equipment and so forth.

So I, I don't think we probably need to go over that ground again. Um, but I did, I did notice in the budget that you are increasing, um, your staff, uh, specifically adding two additional deputy fire chiefs to bring that from 11 to 13.

Um, and so I, I wanted to understand a little bit better why, I think that's great, um, and also wanted to just touch upon, I know the Police Department is, uh, starting this cadet program and I think maybe we're considering trying to adapt that to, to fire as well. So either of those programs. Thank you.

FIRE CHIEF GERRY MAHONEY: Um, thank you. Through, through you, Mr. Mayor. Um, the increase in the two deputy chief's positions, uh, came about after much discussion, uh, among my staff as well as with the, uh, city manager's office and the Personnel Department.

Uh, the two positions are, uh, a director of emergency

medical services, deputy fire chief, overseeing emergency medical services.

As you're all probably well aware, our response totals approximately about 48% of our emergency responses are EMS in nature, uh, we are the primary provider of emergency medical services in the city with a, uh, very robust partnership with professional EMS.

Um, the--just like the Fire Department itself, the EMS program has evolved over time. Uh, there have been, uh, increases in, uh, various regulations and, and, uh, um, competencies that have to be complied with and measured. Uh, we felt it was, uh, prudent to, uh, increase the leadership of the, uh, EMS program for several years.

Captain Jeremy Walsh has done a, uh, tremendous job, but, uh, his, his capabilities have really been stretched, uh, particularly with, uh, he is in charge of the, uh, tactical medic program that works alongside the Cambridge Police Department that has taken a lot of his time.

Uh, among the things that the EMS deputy will be involved in is, uh, streamlining the training requirements, uh, with a particular respect to what's, uh, referred to as HALO, which is High Acuity Low Occurrence. These are the

real, uh, intense medical cases that you will encounter in the field that don't happen that often. But if they're not hap, if they're not handled properly, have, can have very disastrous outcomes.

Uh, an increase in advanced cardiac life support training for our EMS folks. Uh, EKG competency for being able to, uh, better understand and read EKGs in the field. Um, he will be attending regional EMS meetings, uh, representing the department.

These are meetings that, that deal with, uh, policy, uh, changes within the region. We are in South Middlesex EMS region, um, as well as compliance with various regulations and also overseeing the recertification requirements of, uh, we currently have 78 paramedic firefighters and 146 firefighters who are EMTs.

So tho--that basically is kind of a snapshot of what the responsibilities are of that position. The other deputy chief position is, uh, special operations and safety.

Um, 21st century urban firefighting has changed, uh, drastically from--or, or looks a lot different than what it did 36 years ago when I joined the Fire Department.

Um, when I joined the Fire Department, we went to

building fires, we went on the occasional EMS run, we had automobile fires and dumpster fires, and that was basically it.

Uh, things have changed. Um, our special operations capabilities today which include, uh, confined space rescue, dive and ice rescue, trench rescue, high angle rescue.

Um, I have appeared before this body on numerous occasions to discuss, uh, UASI funding. Um, those UASI, uh, funds come with, um, certain requirements and, uh, that we have to meet certain proficiencies and training.

Uh, you know, it's great to get the equipment, but you also have to make sure you, you, that the personnel are proficient in, in utilization of the equipment, maintenance of the equipment.

Uh, we felt there was a need to kind of streamline, um, the oversight of that because we had, uh, two deputy chiefs that were in addition to their regular duties, uh, of the shifts that they command in the Fire Department, they were also kind of, uh, handling the UASI, um, meetings and so forth.

But, but that unfortunately was resulting in at times, and it was, it was--I'm not casting aspersions on neither one of them, they both were doing a great job, but the message often was, was mixed and not, um, um, we weren't always on the same page as we should be, I think it is one way to, to address that.

So we wanted to make sure that, that we had streamlined that. And then, um, Deputy Pat Haggerty, that is in this new position, he's also gonna have oversight of, of, uh, the comprehensive, uh, safety and, and wellness programs of the Fire Department.

I have, I have spoken here before about, uh, the, the priority I have placed on firefighter wellness and firefighter health and safety. And then, uh, as of this past February, the Fire Service in Massachusetts is subject to Massachusetts OSHA regulations, which we never were before.

So we're gonna have--there's another level of compliance that we're gonna have to meet. And, uh, again, we just felt that this was a perfect opportunity to, uh, to, to put somebody in a, in a position of higher management to oversee these programs.

VICE MAYOR JAN DEVEREUX: Thank you. So both, so both of these positions are, are internal promotions, 'cause you, you used he for the first one, so I'm assuming--

FIRE CHIEF GERRY MAHONEY: That is, that is correct. There's a de, deputy chief, uh, so Captain Ray Vanicoff was promoted to Deputy Chief of EMS and Captain Pat Haggerty, uh, was promoted to, uh, deputy Chief of Special Operations and Safety.

VICE MAYOR JAN DEVEREUX: Okay, thank you. Um, and then what about, um, potentially planning for a cadet program? Is that something you can talk about?

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Mayor. And I'll have the chief follow up. Uh, I want to really thank the chief and his team, and I also want to thank using Union President Chris Haynes.

This is something we were talking with the Fire Department about. We felt that the police program was a great stop, but we really should do two of them. Uh, their contract right now is being voted on by their members, so I--hopefully this will go true.

But we wanted their support to do this, he and Mr. Haynes gave us his full support. So as soon as their vote

is complete, we will move forward and put--hopefully have something in place as soon as possible following missteps. But I can leave it to the chief to say a few words as well.

COUNCILLOR DENISE E. SIMMONS: Chief.

FIRE CHIEF GERRY MAHONEY: Uh, thank you, Mr. Mayor. Just through you, uh, Madam Chair. Uh, we sat at this table just about a year ago and, and, uh, councillor Mallon asked a question about the, the Fire Department, uh, what the Fire Department looked like.

And, um, we have a challenge, uh, we are a civil service, we fall under the rules and regulations of the Commonwealth Massachusetts Civil Service, uh, for hiring and, uh, with certain laws and regulations that are in place, particularly with veterans preference, um, we face a challenge with hiring a diverse, uh, pool of applicants.

Uh, it is not from lack of trying on our part. I think we are very aggressive in, in marketing the Fire Department to people in the city, it is a great place to work, it is a great Fire Department. Uh, it has been very good to, to my family, uh, as it is to, uh, the, to nearly 275 people that are currently employed by the Cambridge Fire Department.

But we do face a challenge, um, the--to be very frank

about it, the, uh, the way civil service is structured presently is if you are in the armed forces of the United States, you can take an examination and determine which city you want to have your name placed on.

Many people choose to place their name on the City of Cambridge Fire Department list that is legally their prerogative to do so, and because of veterans preference in Massachusetts, they go to the top of the list.

And, um, we are currently in the final stages of, uh, uh, finalizing the appointment of 10 people, and, um, top four, I think, top four I believe are, are, uh, veterans, and, um, I think only one of them actually, "grew up in Cambridge."

But again, uh, not to be cliché, but our hands are basically tied when it comes to the hiring process because of this. So hopefully, um, this cadet program will, um, the city will be able to reap the benefits, so to speak down the road with a program such as this getting Cambridge people employed as cadets in the Cambridge Fire Department and allowing them to have some sort of preference, uh, in the hiring process. And I think that will, that will help us, uh, address the issue of diversity in, in hiring our

workforce.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Thank you. I, I applaud that effort. I know it's, it's tough. And thank you for doing that.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. Through you. I specifically didn't pull fire because I wanted to just surprise everyone, keep everyone on their toes.

Um, I do want to applaud the efforts of the, uh, Local 30 and the Fire Department coming together and trying to figure out how to do a cadet program for our firefighters.

I think particularly when you think about public safety and firefighting in general, we do want to have people not just for a diversity standpoint, 'cause I think that is a great goal, but also as a public safety standpoint, understanding our neighborhoods, our streets, how to, how to maneuver around the city with large pieces of equipment.

So, um, I applaud those efforts and I, I really am looking forward to both the Police Cadet, uh, Academy and

the Fire Cadet Academy, um, to really, to really work on these issues of making sure our Fire Department is, and Police Departments are reflective of, of our community.

Um, and I'm, I'm excited that there are two new deputy chiefs. I think that both of those, uh, areas that you mentioned are really important and we need to be focusing pretty heavily on them.

I was, I had a couple of questions, um, mostly because I feel like we've been talking about the Fire Department every Monday night since last June, so I don't have too many questions.

Um, but the, the emergency, uh, medical, the bike officers, do we have any plans to add more of those? Are-- how are those working? I feel like the community members that I talk to that know about them, have seen them around, just love having the Fire Department on bikes, and I'm just wondering how that program is going, if it's gonna be expanded and how it's been for the Fire Department.

COUNCILLOR DENISE E. SIMMONS: Chief.

FIRE CHIEF GERRY MAHONEY: Uh, thank you. Through you, Madam Chair. Um, I think the bike program has been a, a great success, uh, I'm very proud of that program. I want

to thank Deputy Chief Gova who, uh, was instrumental in the implementation of the program.

Uh, we have, I think, 24 of our firefighters, uh, both EMTs and paramedics that are part of the bike team. Um, I think, you know, last year was our year of implementation. Um, I honestly got no negative feedback from anybody about it, um, and I think that, you know, we'll take another look this year and, and see about the possibility of, of increasing either the number of bikes and or the number of personnel that are involved.

Uh, it was strictly a voluntary effort, however, everybody was put through a, uh, bicycle test. Um, Deputy O'Connor from the Police Department might be able to speak a little bit about what the test was like.

COUNCILLOR DENISE E. SIMMONS: When's his turn?

FIRE CHIEF GERRY MAHONEY: But, um, I, I think it's been great. Uh, you know, they've had, they had a tremendous cardiac save event shortly after the team went live last year. Um, and I, I would hope that this is something that we will continue to build on and, and, you know, have more, uh, more visibility in the community with it.

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

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. Through you. I think, you know, the community engagement piece is so critical around the Fire Department, and we have, ooh, we have great community engagement with the Police Department.

I think having that on the fire side is probably good too, and everybody knows about Deputy O'Connor's famous bike riding scenario, so I can't wait for him to come up and tell all of us about it.

Um, one other thing I did want to talk about quickly was, you know, we have these larger, um, you know, the Fire Cadet program, but in terms of supporting women in firefighting, I know that this year, um, kind of a smaller thing that the Fire Department did, but was sign up for the International Association for Women in Fire and Emergency Services that has conferences that happen across the country that bring women firefighters together to share best practices, challenges.

Um, and I know that one of our firefighters was able to go this year, which is I think a tremendous leap forward

for, um, women in firefighting here, and will--is just a real signal from the Fire Department that we are supporting female firefighters and, um, we hope to have more of them.

So thank you for doing that, both the bigger things and the smaller things, I think they all add up.

FIRE CHIEF GERRY MAHONEY: Uh, through you, Madam Chair. Well, thank you very much. And, um, as I say quite frequently, as the father of three daughters, I'm a big proponent of women being successful.

So, um, I, I thought it was a great opportunity and, uh, Firefighter Creighton attended the conference in Indianapolis and, uh, told me she had a great time and got a lot out of it and, uh, was able to network with a lot of, uh, female fire professionals from throughout the United States and Canada.

COUNCILLOR ALANNA M. MALLON: Thank you, Chief.

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

COUNCILLOR ALANNA M. MALLON: I yield the floor. Thank you.

COUNCILLOR DENISE E. SIMMONS: Councillor Carlone.

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

And, um, thank the city for this section in particular because, um, there's a lot of detail about, um, infrastructure and how you're in--how the city's investing in the Fire Department, and I know a lot of that is long coming, but, um, I'm very glad to see that happen.

I, I've been working, um, with Alexandria and the neighborhood on the Ferguson Street site, and I would say right now it doesn't look good as far as the city getting land that is located in a way where a station could be built. It has nothing to do with the city, it's more the uncertainty of the electric--proposed electrical station.

I fear that's not gonna change, and that's my next question is, um, there aren't many sites in the Kendall Square area, in fact, I can count two, maybe three that could incorporate a station.

And I, I hope as part of Envision, which I still don't know, is if it was included that we're looking at important needs, um, it would help Inman Square, it would help Kendall Square, and I assume the balance would be better for you, certainly access would be better.

So I, I'm not gonna ask if you're looking into that or discussing that, but I'm just saying in the next budget, I

hope that's, uh, the master is reaching for the microphone. I hope that's a major element, only because the window is about to close completely on available locations, uh, unless something gets knocked down, which I don't think is gonna happen. Thank you.

COUNCILLOR DENISE E. SIMMONS: Mr. DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: Through you, Madam Chair. I do agree with you, it doesn't look positive for the site that we were looking at. I've had discussions, but I will say the chief was probably on the job about two weeks before he came to me and said, this is what we should be looking for in the future. So it is something he has really taken a hard look and will continue to take a hard look working around us.

COUNCILLOR DENISE E. SIMMONS: Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. I agree, and I want to thank you. And just now, we're all, you know, uh, I, I wish we had had a better discussion before Volpe happened, the zoning, on the electrical system that's needed for Kendall and the Fire Department.

I mean, we all kind of knew Inman wasn't ideal, but that should be part of the Planning Department telling us

these things. We have to get these public facilities and, and, and not necessarily right in the neighborhood, the electrical not in the neighborhood. Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Carlone. Pleasure of the committee. Hearing none, I would accept a motion to refer the--I went to the Electric Department--Fire Department budget to the city, full City Council with a favorable recommendation. On a motion by Councillor Carlone, all those in favor say aye. Oppose? Ayes have it, and then, and the item is so referred. We now have--

FIRE CHIEF GERRY MAHONEY: Madam, Madam Chair, if I could, I'd just like to take a moment to thank you and the entire City Council for your support, uh, particularly with the issues, uh, relative to the infrastructure of the firehouses.

Uh, this is something very near and dear to my heart, as you've heard me sound like a broken record here on many occasions, but, uh, I'm happy to see that, uh, there's light on the horizon for improvement to the fire facilities. And I want to thank you all very much.

COUNCILLOR DENISE E. SIMMONS: You're very welcome.

It's our pleasure. The Police Department. And this was pulled by Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Is your team coming or is it just you? Oh, okay. Everybody's shy except Manisha.

COUNCILLOR DENISE E. SIMMONS: There's two more chairs. There's one more chair. And I think we're just about ready. Great. Thank you so much. Councillor Mallon, you have the floor.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. Through you to the Police Commissioner and your team. Um, thank you for being here today. And, um, I did send you my questions in advance, but I will start off, since we have been talking about the Cadet Academy with the Fire Department, um, I'm excited to see the million dollars in this budget that is allocated for the Police Cadet Program that will be starting this September.

Uh, much like the Fire Department, I think it's a much-needed tool, uh, to ensure the diversity of the police officers that are coming on board, but also that we've got a pipeline for kids in the ne, in--growing up in Cambridge that want a, a public safety career, but didn't previously have access to a way, uh, around the civil service list.

So I'm just wondering if you could give us flesh out a little bit of where we are now, um, how recruitment is going, um, and just what that's gonna look like in September when it starts.

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: All right. Through you, Madam Chair. Um, so thanks Councillor Mallon. Uh, just to back up a little bit, so the city manager, uh, when I was first hired, and he tasked me with the responsibility to look into ways that we can, uh, bring more Cambridge residents, uh, into public safety careers and also, uh, at the same time increase diversity, you know, women and minorities.

So after some extensive research through--with, uh, by the--my legal advisor and the City Clerk, uh, Donna Lopez, it was determined that we could re-establish a cadet program.

Um, Councillor Mallon, you know you came to me, uh, asking about what we could do to increase the roles of women amongst the sworn, uh, force when I, uh, made you aware of this possibility. You, you know, you rolled your sleeves and jumped in and contributed to those research

efforts. So, uh, thank you for that.

But--so it was determined that we could re-establish, uh, the cadet program that, uh, went away in the eighties. Um, during this current budget, budget cycle, that's FY '19, we began developing the infrastructure to, uh, adhere to the statute that allow us to, uh, bring the cadet program back.

Essentially what happens is that the cadet programs is gonna operate out of our training, uh, unit. It provides Cambridge residents between the ages of 18 to 23 who are interested in a public safety career and can pass the strenuous requirements with a minimum of two years of full-time employment where they receive on-the-job training and classroom training with the department.

Uh, once they've successfully completed that two-year program, uh, the cadets will be required to pass a police examination, um, once successful on that, then they're eligible for appointment by the city manager, uh, as police officers.

So the statute that sets out minimum requirements, um, you have to be between the ages of 18 to 23, you have to be a current resident with the, uh, with at least three years

of prior residency in Cambridge.

Well, actually, the statute sets out a minimum of a current resident, you have to be a current resident. The city manager, um, who has full control, um, you know, granted to him by the statute insisted that it be a minimum of three years, that way you can ensure that these jobs are going to actual Cambridge residents.

Um, they must be capable of meeting the physical, uh, requirements, and, um, we build that into the training process and the pro, uh, training program. And they also have to be of good moral character.

Once the, uh, okay. And they also have to have a GED or high school diploma, be a United States citizen and have a valid, uh, Massachusetts driver's license.

We, you know, went on an extensive recruitment and communications campaign that, uh, had us doing information sessions at various community centers, um, at our headquarters and, uh, within the schools and, you know, career fairs and such.

And, you know, on social media, we contracted with a local, uh, firm to administer a competitive exam, which is a requirement of statute, and this year's budget includes,

uh, that million dollars that you spoke of for a sergeant and, uh, 15, the salaries of 15 cadets, so a sergeant to administer the program and 15 cadets, their salaries.

The key dates that you asked for were, um, posting opens today, uh, May 1st and it ends May 31st. Um, should be live on our website, it's been up on find at Cambridge and, uh, other social media platforms.

The test is tentatively scheduled to be administered on June 29th, um, interviews will be sometime after that, af, uh, after they're successful through the test program, then they have to, uh, go through the medical process of psych and a physical agility test, and we expect that they will actually be onboarded in November 15, starting in November.

They'll receive, uh, you know, classroom training on topics such as 21st century policing, uh, fair and equitable policing, criminal law, first aid, CPR, all of those things, de-escalation, all of the things and subjects that, um, current police officers receive all of the training.

And they'll also rotate through the entire department, learning every aspect of the department during their two

years, uh, on the job training.

They'll obviously not have any police powers and, and won't carry a weapon during that period of time. Then that's kind of where we are with it.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. I'm happy to hear they're not gonna be doing somebody's paperwork for two years and then head to the police academy, I think that's probably not the type of cadet program that we want.

Um, so you mentioned that there would be a sergeant in, in charge of this. In the budget book, there's three new sergeants. Um, I'm wondering if the other, the other two Central Square and another, what are the other two sergeants for?

COMMISSIONER BRANVILLE G. BARD, JR.: Sorry. The other two--through you, Madam Chair. The other two sergeants is one is, as you, uh, stated, is Central Square, the other one is for the new Joint Police Academy that we're having with, uh, Northeastern University.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. That leads me to my next question. Um, I did hear during the city

manager's budget presentation that you are gonna be forming a police academy, which I was really excited to hear about.

I had attended an all-day training on police de-escalation techniques that were gonna be very unique to Cambridge. And my concern at that time was, that's great that we're doing this now, but if they've learned something different in the police academy, which is kind of melded into their minds, how can we reverse those effects?

So I was happy to hear that, um, we are gonna be doing our, our own police academy and wondering if you can tell me what that looks like.

COMMISSIONER BRANVILLE G. BARD, JR.: Okay. So, um, through you, Madam Chair. Um, you know, I feel important to start off by saying that it's not a slight to the Lowell Police Academy and the Lowell Police Department that we're no longer gonna be, you know, sending our recruits to that academy. They, they've produced many of fine recruits for us over the course of years.

Um, the fact of the matter is that it was my understanding that the department has long since been wanting to, uh, bring back its own police academy since it lost it in the late eighties.

In fact, you know, I know that my predecessor asked for monies and was approved monies in the budget to, to investigate and, and bring back our academy.

Um, we got fantastic facilities here, you know, we got a beautiful headquarters, but the one thing, the one luxury that we don't have is space, which is a real impediment to us bringing, you know, uh, back a police academy.

So, um, you know, along comes Chief Davis from Northeastern University, uh, Police Department. He heard we were looking to start our own police academy, uh, and you know, with that proposal, he proposed that we formed a joint academy, um, that would be housed at Northeastern, which, you know, would, uh, alleviate any spatial concerns that we have.

Uh, but it--much more beneficial than just the space because, you know, for more than a decade, this department has adopted a community policing philosophy where we gather all of our authority and form a legitimacy, uh, from the community.

And, um, as such, we've gone through painstaking and efforts to rewrite all of departmental policies through the lens of procedural justice, where we, uh, adopt a

humanistic approach that values the sanctity of human life over all else. And, you know, it is just amazing at the same time, you know, and separate from us that Northeastern was, you know, adopting this exact same approach.

So it just makes sense that, you know, when they come with the offer to form a joint police academy, that we, you know, take a serious look if not in fact jump at that, uh, that opportunity.

So, um, you know, we were able to come to an agreement of the mines and, uh, the Academy is scheduled to start actually on Monday, May the sixth and run 20 weeks.

Um, you the--it'll also contain recruits from obviously Northeastern University, Belmont, um, let me make sure I got the right departments here, uh, Randolph, Boston University, MIT, Brockton, and, uh, we're, we're excited about the, the, the opportunity to, you know, have our own police academy again.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. So there are quite a few things lost in the eighties, it sounds like, that we're bringing back that, um, could be beneficial to policing right now. Um, so they're gonna go to the regular

police academy, graduate, and then come join the Cambridge Police Department and then go through our police academy? I'm not sure how this is working.

COMMISSIONER BRANVILLE G. BARD, JR.: No. So, so, um, through you, Madam Chair. So now the regular academy is housed at Northeastern University for us, it's a Joint cab, collaboration is the, is--name is the Cambridge/Northeastern Police Academy.

And so they'll spend the 20 weeks there on the campus of Northeastern University and then come to us. Um, the budget includes for, uh, an academy director, which is a sergeant from the, uh, Cambridge Police Department and for, you know, other training materials associated--other costs associated with, uh--

COUNCILLOR ALANNA M. MALLON: I got a little nervous that they were gonna be going through 20 weeks and then 20 more weeks. It seemed like a lot, but thank you for clarifying.

COMMISSIONER BRANVILLE G. BARD, JR.: So, um, through you, Madam Chair. Prior to that, they would go through the 20 weeks at the Lowell Police Academy, and then we would bring them back here for several additional weeks of

training where we tried to instill the Cambridge way in them. Now for the whole 20 weeks, they're gonna get, you know, the Cambridge methodology.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you, Madam Chair. You know, I think I've got it now. Pretty excited. Um, I, like I said, I was impressed during that presentation of the sanctity of human life approach overall else, and not bringing a gun to a knife fight that can really escalate and, and take a lot of lives.

So I'm excited to hear that this police academy is going to be instilling those, those values into our future police officers.

Um, one, one of the things I want to talk about is race and policing, and something that we talked about last year during the budget process, which I think lots of us were excited about, which was the Office of Procedural Justice, the public dashboard that was gonna be telling us a lot of information around, uh, racial profiling, pro-- racial profiling, no, I can't say it, bias in policing.

And, um, I'm assuming that the, the position that's being hired, the informatics analyst is going to be

handling that, but I'm wondering where we are with the dashboard and when it's gonna be rolled out, and if I am correct that that informatics analyst is going to be part of that process.

COMMISSIONER BRANVILLE G. BARD, JR.: Okay. So through you, Madam Chair, uh, yeah. Yes, you are correct. Um, so I'll just start off by, you know, talking a little bit about the Office of Procedural Justice.

It's, you know, main goal is to increase transparency and accountability to the public through introspection. Um, it's, you know, when you talk about procedural justice, the four major tenets of it are, uh, fairness, transparency, voice, and impartiality.

We, for a long time here in the Cambridge Police Department have trained our officers in these, uh, core principles, but, you know, we seldom measure to see if that training manifests itself in our daily interactions with citizens.

So, you know, it's, it's always my belief, and I say it constantly, that a police department should promote policies that are protective of the public, but at the same time, those policies should be, you know, fair to the men

and women who, uh, are, are called to go out and enforce them.

And the Office of, uh, Procedural Justice is supportive of that stance, is focused on proactively monitoring data related to police citizen interactions, uh, for indications of racial profiling and racially biased policing.

Its initial focus, uh, will be on vehicles stops because you gotta stop somewhere, start somewhere, but then it'll expand to, uh, include the use of force and, uh, pedestrian investigations.

And, you know, it's my position that the Cambridge Police Department is amongst the best in the nation and that we don't engage in these practices, but, um, it's incumbent upon us to perpetually monitor for these, uh, situations.

So the information, the Informatics Analyst, um, was actually onboarded in FY '19, and she's been responsible for managing and utilizing, uh, proprietary metrics that show what, if any, difference exists between how we handle citizens across races, uh, when we encountered them during vehicle stops, and as I said, when we use force and when we

conduct pedestrian investigations.

During, uh, this current budget cycle FY '19, um, she was able to develop a website that will give the community access to the data that we collect regarding, uh, uh, these encounters.

You can imagine that was, you know, a gigantic task, but she, you know, has us on a precipice of completion and she recently published the dashboard to our website.

So if you go to our website, uh, cambridgepolice.org and click on the Office of Procedural Justice, you'll see, you know, the sample dashboard.

Um, right now the capabilities are limited because all of that data is called, is called manually and it's computed manually, um, using statistical software, but then it's inputted into the dashboard.

Um, the goal is to have a solution where all of that is done in an automated fashion where the information is taken from our computer rated dispatch and our records management system, the computations are done and automatically put into the dashboard.

Um, and, you know, my ultimate goals to have all of this done in, in real time with near real time updates,

which is, you know, obviously the ideal, uh, way to go about that.

Um, I'm excited to say that, um, one company has demonstrated the capacity to do just that. And, uh, in terms of what we need for automating that process, um, they develop a module specifically for Cambridge.

You know, I spoke to the city manager, uh, received preliminary approval to, uh, pursue that automated, uh, solution, and now I'm working with, uh, Director Giacobbe and, uh, her staff to acquire and implement, uh, that automated solution.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Thank you. I--so I looked this weekend to see if I could find it and I didn't see it, so I will have to have somebody send me the link 'cause I would like to take a look.

COMMISSIONER BRANVILLE G. BARD, JR.: So cambridgepolice.org you go, you can either go to the Office of Police Commissioner or to Police Units, Office of Procedural Justice that's near the bottom of the page and click one.

COUNCILLOR ALANNA M. MALLON: Somebody's gonna send me

a link though, right? Okay.

COMMISSIONER BRANVILLE G. BARD, JR.: Well, yeah. Oh, sure we can. Yeah, yeah.

COUNCILLOR ALANNA M. MALLON: Let me write that down.

COMMISSIONER BRANVILLE G. BARD, JR.: Okay.

COUNCILLOR ALANNA M. MALLON: Um, in terms of the, the data, I mean, I imagine the, the automated solution is the thing you, if you really want to take away racial bias and, I mean you do--you actually need to take the racial bias away from the da, the data enterer too, so the automation is gonna be critical, um, so I look forward to hearing more about that.

I just want to go back to the--I know some of you're probably gonna kill me, but to go back to the police academy again.

Um, one of the things, speaking of making sure that there's more women, um, in the, in the Police Department, the physical agility test is something that, from what I understand, there's a huge percentage of women that fail the physical agility tests and then thus do not--are not able to become police officers.

Is that something that with this police academy and

with the partnership with Northeastern that we're looking at the physical agility test and, and speaking of bias, taking out of the bias there?

CITY MANAGER LOUIS A. DEPASQUALE: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: Through you, Madam Chair. Un, unfortunately, that's something that's a statewide, uh, requirement, and so, you know, our partnership with Northwestern doesn't allow us to, uh, do anything with that. But it is a real, a real barrier and there's a barrier that, you know, we gotta have to overcome.

Um, you know, speaking candidly for a moment, we, we had two female candidates ready to enter this class and both of them washed out because of the physical agility test and I mean within the, the slightest hairs of, of being able to pass and meet the requirements. So it is a, it is an impediment.

COUNCILLOR ALANNA M. MALLON: So thank you for that. I did hear that. Um, and on the, on the fire side as well, there's, there's women there are missing out by one second.

Um, so I actually, I'm not sure if there's anything that we can do as this body if we can do home rule

legislation or if there's anything that we can do, um, I would love to hear any ideas 'cause I think that, that if we really want women, if we want more than 30 women out of our 300 police force, we really need to figure this out.

COMMISSIONER BRANVILLE G. BARD, JR.: So--I'm sorry.

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard. Mr. DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: I would just say, through you, Madam Chair. We had this exact discussion yesterday about what can we do and if there's anything we can do, how do we go about doing it? Because I--we're on the same page. I think we need to figure this out.

COUNCILLOR DENISE E. SIMMONS: Councillor Mallon.

COUNCILLOR ALANNA M. MALLON: Well, I--you certainly have my support in this and I'm sure the support of my colleagues in trying to figure out how to, how to make something--make that better and ensure that we get more women on our, our police force.

Um, those are all my questions. I'm gonna yield the floor, but thank you very much, um, for this budget, for all of the innovative things that the Police Department is doing, um, I'm grateful. Uh, I think all of these things

kind of coming together at the same time will really make this police force the, the best in the country. So thanks to all of you.

CITY MANAGER LOUIS A. DEPASQUALE: Madam, Madam Chair, can I just add something?

COUNCILLOR DENISE E. SIMMONS: Mr. DePasquale.

CITY MANAGER LOUIS A. DEPASQUALE: I know there's gonna be more questions, but I do want to just say that I can't thank the commissioner and his team enough of all the initiatives they're doing and how quickly they've been put in place, but especially the cadet program, the fact that we are really moving and have a million dollars in the budget to make this a reality.

This is hard work, and you know, when the commissioner says, I've got an idea, and you say, yes, there's not a two-year analysis on how to do it, it happens and it's the team that they have here.

So I just want to recognize all the new initiatives that they've been able to put in place so quickly and thank everybody because as great as this department is and the services they provide, and I believe this, they're exceptional and second to no police force anyway, this is

even gonna bring it to a higher level, and it's, it's pretty amazing all that's going on. So I just wanted to take the time to thank them for--all of them, for all they're doing already.

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

VICE MAYOR JAN DEVEREUX: Um, thank you, Madam Chair. And um, yes, all of what you've been talking about is wonderful and I think it's a tremendous credit to you commissioner that you've come in and, and embraced these initiatives. Um, so that's, that's great.

The things I want to ask about are, are really prosaic by comparison, so I'll just, I'll just say that up front. I'm interested in, uh, traffic enforcement and things like police details, um, 'cause we, we talk about those things a lot in the council, that's where we get, um, you know, requests from residents.

You know, how do we, how do we get control of our streets? How do we make our streets safer? Why aren't the, why can't the police be everywhere all the time stopping? And I get it, it's a game of whack-a-mole. Um, but it is also a question of resources, like, you know, we could be

everywhere more of the time if, if we put more money in it.

So I, I, I don't see a big change in traffic enforcement, um, you know, and that's--I hope that we're working smarter and that data is guiding where we are putting people so that we are really being proactive and identifying the places where we have consistent violations where we could make some easy stops and increase visibility of that.

I didn't see it, you have a breakout of a, of numbers, of violations of various things, I didn't see, um, a breakout of distracted driving. And distracted driving is a huge problem in the city and I don't even actually know how you go about enforcing that. Is that something that if you see somebody on their cell phone, are you allowed to actually issue a violation or does it have to be in combination with some other violation?

MALE SPEAKER[5:53:15]: Through you, Madam Mayor. Uh, distracted driving is one of those violations that can be very difficult. Currently, it is not a primary offense in the State of Massachusetts.

So there is discussion of changing that and hopefully the legislation that's in the house now will move forward

and it'll become a primary violation.

Now, we have to stop for a secondary violation and our traffic unit uses a lot of their grant funding that you've approved to go out and do distracted driving through, um, red lights, crosswalk violations, other different types of violations in enforcing the, uh, distracted driving as a secondary violation.

VICE MAYOR JAN DEVEREUX: Okay. So if the Hands-Free bill, for instance, does pass in the state, that would make somebody using a cell phone that wasn't hands free a primary vio, violation, is that the way that would work?

MALE SPEAKER: And that's correct. And if we saw somebody driving down Mass Avenue with a cell phone in the hand, no matter if they're making a phone call, which is legal now or texting, uh, we could stop them and cite them.

VICE MAYOR JAN DEVEREUX: Okay.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Oh yeah. Um, thank you. Um, and then on the question of details, I was trying to, uh, in reading a text, it seemed to me that details were mostly funded by either construction--for construction sites or, um, uh, there was another one. They're mostly privately

funded, I think.

Um, and I was wondering, do we fund details ourselves? I know we've, for instance, we've been having a detail in Alewife to try to get control of, um, the mess over there in the late afternoon with--is that one something--who funds that? Is that--

MALE SPEAKER: That's actually the business community on Cambridge, um, and Alewife. And we just started a similar, uh, process on Acorn Park Drive. Uh, they were concerned about the morning traffic and they hired a police detail for the first, uh, five hours of the hours that are posted that they can't get access to the, uh, T station.

So most of that is, uh, funded by private businesses or contractors, sometimes they build that into the cost of their job. Uh, but there are city, um, details that the city will hire for water, jobs and, uh, tree jobs. Yeah.

VICE MAYOR JAN DEVEREUX: Okay. And so other places that have sort of notoriously bad, um, congestion at certain hours of the day, I'm thinking, um, over in the First Street area and in the Land Boulevard where you see those really bad backups getting onto the highway, are those, would we have to rely on New England Development or

somebody over there stepping up to ask for a detail or is that--how would that happen?

MALE SPEAKER: I guess that would be a matter of a discussion, uh, with the, uh, leadership of the Police Department, uh, to see the direction that we'll take that. Um, there had been discussion many years ago about doing that, um, it was a matter of that as something that we couldn't promise, we could make a, we could make an ac, uh, um, a commitment that we couldn't meet on most days because of staffing and the number of detailed officers.

VICE MAYOR JAN DEVEREUX: But now we have a little more ability because we are allowed to hire retired officers.

MALE SPEAKER: That's correct.

VICE MAYOR JAN DEVEREUX: Okay. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, Madam Vice Mayor. Councillor Zondervan followed by Council Kelley.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. I just want to add my thanks and appreciation, uh, to all you're doing and to echo the request for finding ways to add more women to your department. Thank you.

COUNCILLOR DENISE E. SIMMONS: Councillor Kelley.

Thank you, Councillor Zondervan. Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Chair.

Uh, you all know I love you dearly, I--

COUNCILLOR DENISE E. SIMMONS: But.

COUNCILLOR CRAIG A. KELLEY: Oh yeah, there's a big but, there is a big but. Uh, and it's just gonna be an ongoing discussion about whether we're really doing enough for traffic, traffic safety.

Um, I know that crashes are down, enforcement's down even more over the years, whether it's causative or correlative, I think is something that we can all sort of talk about.

But I, I know that especially when it comes to cyclists just doing crazy things, there are lots of them doing crazy things, and somehow the message isn't out there to include drivers and jaywalkers too, that this is a city where people have to pay attention to traffic laws and that has a real negative impact on a lot of people.

That's not a surprise to you. I don't want to belabor that point. Um, what I'm disappointed in is I didn't have a digital version of this, so I couldn't do a word search, but, and I read it and, and we're not talking about cyber

crime anywhere.

And I go on the Bridge Stat and there's nothing about cyber crime there, but I go to Forbes Magazine and there's an April 2019, 29 April article on the explosion of things like identity theft and so forth. And I know that this stuff is sort of weirdly nebulous in terms of jurisdiction, but as I said at an earlier discussion on IT issues and so forth, I don't think we're taking it seriously enough.

Um, and I would like to see that sort of thing, how many cyber crimes have been reported and so on and so forth, specifically called out the same way we call out anything else. It's not really a question, it's a comment. We can have the, the follow up discussion later. Thanks.

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

COUNCILLOR DENNIS J. CARLONE: Thank you. Um, I know this is obvious, but I'll mention it anyway. Um, as far as getting women, more women through the physical, uh, constraints, I'm sure you've thought about pre-programs, um, you know, when you play sports, you work out over summer for the fall to get in shape to just begin the efforts. Uh, I'm sure you thought of that and--

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: So, so through you, Madam Chair. Yes, councillor, um, we give a series of pre-physical agility tests so that we help individuals assess where they are and then we help train them to get up to the level where they need to be.

Um, you know, sometimes there are success stories, other times there aren't. As it pertains to the cadet program, I don't foresee it being an issue because we'll have a, a, a regiment of physical training activity built into their work cycle, um, in addition to, uh, you know, what we expect them to do, you know, off the job.

But the chances of success are, are going to be heightened with, um, our cadets because that's gonna be built into their, uh, daily routine.

COUNCILLOR DENISE E. SIMMONS: Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Thank you. I, I assume that, but I--sometimes, I overly state the obvious. Um, as someone who, um, who came from New York City and the heavy traffic there, um, there's still policemen at important intersections directing traffic.

And I don't understand, and this is not a comment on the quality of staff you have, I don't understand, we're a wealthy city, if we need eight more traffic enforcement people to make sure that Cambridge Park Drive or First Street has somebody at the critical hours, is, is it budget or it just doesn't make sense from a structure, from structuring the rest of the day? What do these police officers do?

It, it, it--I mean, we've been involved in the Alewife issues and have talked to all of you about that, geez, four years now, I guess. And it just blows my mind that it's retired people, good God, blessed they're there, but if they don't feel like going out that day, no one's there, and it, it just seems, unlike everything else the Police Department does.

So could you help me understand why that is? I mean, other than budget, I get budget and, you know, we can only spend so much, I get that. But here we are and we're asking.

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: Through, through you, Madam Chair. Um, councillor, I'll answer that question

by saying that over the years, the, the union has built up a, a very good set of, uh, collective bargaining, uh, requirements, and so each day, um, where officers are assigned, you know, some of that I get to determine, but some of that is determined by the CBA, and I'll leave the, the answer at that.

COUNCILLOR DENISE E. SIMMONS: Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Okay, we'll talk off site sometime about that. Um, the other thing, and it's, it's not directly but indirectly related to the budget, is the move to East Cambridge.

It's been years now, and some folks remember before and after, uh, and I know you're opening up a satellite or you're in the process in Central, which we advocated.

Um, have there been any change in service that's resulted in that as far as compared to a ce--more central location, Central Square, and now a location at the edge of the city?

Do you sense anything different or is it because you're so automobile or bicycle oriented, you can cover the city no matter where the station is?

COMMISSIONER BRANVILLE G. BARD, JR.: I'm, I'm not

sure that I'm, I'm--through you, Madam Chair. Councillor, I'm not sure that I, I understand the totality of your question.

COUNCILLOR DENNIS J. CARLONE: The station moved from Central Square, a central location, um, an active zone, and had an overview of a city center to one that's fairly hidden and, you know, great facility and I get all that, but has, has there been any issues related to that, that you are aware of or your staff?

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: Throu, through you, Madam Chair. So Councillor, I'll answer that question by saying that, um, you know, when I first got here, then Mayor Simmons, you know, asked me to assess the, the, the feasibility of return in a fixed presence to Central Square.

Um, uh, uh, you know, a study that looked at it and it was determined, it was determined that not only was there, uh, a need for, uh, a return of a fixed presence there, but there was a great desire by the business and the residents to have a fixed presence there.

So, um, you know, working with a ton of people, we

were able to, through the, uh, generosity of Cambridge Savings Bank, secured the location on, on at, at, uh, Mass Ave to open up a substation there.

So that substation opened in December of, uh, 2018 of last year. Although we had four officers assigned to that area prior to that, the actual physical plant opened on, on December 6th, 2018. And I think it's made a marked difference, and, uh, the activity in Central Square.

COUNCILLOR DENNIS J. CARLONE: I'm asking because cities and towns, typically when they build new facilities, and we didn't build a police station initially, move out of the centers, whether it's Plymouth or Cambridge for that matter. And, and it's just--I thought it had an effect and I guess indirectly you said it has. Okay. Thank you. Thank you, Madam Chair.

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

COUNCILLOR SUMBUL SIDDIQUI: Thank you, Madam Chair. Through you. I wanted to echo my, my thanks to the department, uh, particularly, uh, Superintendent Elow did a presentation, uh, for--as part of Cambridge Deep, that Dixie, that was very helpful. I think we should continue

sharing what our Police Department does, uh, particularly when it comes to the, this Office of Procedural Justice too, as we move forward in the future.

Uh, because I know residents are very keen to understand, uh, this issue, and we are--it is the first of its kind as far, far as we know.

So as the website gets developed, I found the sample dashboard that's available on the website, um, but as the, the website gets developed, I'd love for there to be some kind of outreach plan or some press that we make sure residents know about this. Um, has that been--you're smiling or?

COUNCILLOR DENISE E. SIMMONS: Commissioner Bard.

COMMISSIONER BRANVILLE G. BARD, JR.: Yeah. So through you, uh, Madam Chair. Yeah. There'll be a, a, a robust, uh, you know, communications campaign surrounding the, uh, actual opening up the, the website.

Um, right now it's just a, a landing to give residents, uh, an idea of what to expect as it becomes fully automated. And as we, uh, grow its capacity to in, to include more than just vehicle stops.

Um, addition--ideally, you know, we imagine or

envision, uh, uh, website where the person can manipulate the data and ask for all types of comparisons on their own without, you know, without intervention from us.

COUNCILLOR SUMBUL SIDDIQUI: And it says the department's currently developing a, a website. Is that--do you have a sense of, is that gonna take five months to be online, six months, sooner?

COMMISSIONER BRANVILLE G. BARD, JR.: So, I, I think sooner, but it, it all depends on our ability to, uh, acquire the automated solution. Um, so my hope is sooner than, than later.

COUNCILLOR SUMBUL SIDDIQUI: Great.

COUNCILLOR DENISE E. SIMMONS: Councillor Siddiqui.

COUNCILLOR SUMBUL SIDDIQUI: Well, thank you for all that you do. Um, my echo, uh, I'd love to see more, uh, Superintendent Elow's and, uh, Pauline Wells' in our, in our city and all the other amazing, uh, women we have. So whatever we can do to figure this issue out, that'd be great. Thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, councillor. Further discussion. If I may, uh, number of my questions have been, uh, addressed. Uh, the, the police de, uh, the

training around--pre-training around women, which, uh, Councillor Carlone, uh, mentioned.

I think is important. I'm glad that they're--we are gonna find a way to do it 'cause it's wonderful that we're doing the cadet training and then not to be--have the women sort of get to the finish lines, I'm glad you've thought about that, but of, of course you would.

Uh, relative to police detailed, uh, police details, um, which I understand are paid by the business community, you, our Police Department spends so much money and time into the procedural justice training and de-escalation.

I know, uh, Superintendent Elow did a long discussion several years ago about that. When we hire police to do details that do not come from Cambridge, is--do we train them? So do we spend money on training to make sure they have the Cambridge way, if you will?

COMMISSIONER BRANVILLE G. BARD, JR.: Through you, Madam Chair. Uh, the short answers to that question is, no, not really. Um, the assumption is that, you know, police officers who've gone through, uh, you know, the state mandated training are, are able to, you know, successively navigate and, and, and direct traffic.

You know, we do need to give them, we understand the need to give them resource guides so that, you know, they can be a more effective resource to the communities. If you--somebody pulls over and needs direction, they might not necessarily have that information.

Um, the ability for us to hire and utilize special police officers, um, addresses that need because these officers have spent, you know, 30 years in this community policing this community.

So, you know, they already have that, uh, historical knowledge, that institutional knowledge, and the city knowledge. So it's, it's a blessing to be able to have more of them, right now we're about at 27, I think our, our number is, and we're le, looking to have that number grow as officers are tricked from the department.

COUNCILLOR DENISE E. SIMMONS: Thank you. I'm very proud and pleased at our police force and our officers and how they conduct themselves and clearly believe we are a model for the, for the country.

But I do see other cities and towns, um, here doing details and I'm always worried that they don't get us, you know, they get the job but do they get us.

And so if there is money that needs to be allocated just to say, okay, you're signing up for details, great, you, I need you to sit in for this half an hour of training so you know, this is how we do it here, and, you know, forget where you used to be, this is, this is where you are now and this is a certain way if you want to do these jobs, um, regardless if they're being paid out of our pocket or the business community's pocket, we expect them to conduct themselves in a certain way.

COMMISSIONER BRANVILLE G. BARD, JR.: Through you, Madam Chair. It makes, it makes perfect sense, and one of the other things that I should mention is that special police officers come before, uh, out of town officers in the, in the hierarchy, so they get to pick the details first. So as more specialists come on, the opportunity for out of, uh, town officers will, will dwindle.

COUNCILLOR DENISE E. SIMMONS: Fabulous. Fabulous. Uh, if you've been listening into the discussion, I--my favorite, my tagline is follow the money. And I say that in regards to, I am pleased about the procedural justice 'cause it talks about, uh, diversity anti-bias and all of that. But it's--I say this to you as much as--where is Mr.

City Manager?

CITY MANAGER LOUIS A. DEPASQUALE: Right here.

COUNCILLOR DENISE E. SIMMONS: To you as much as to the city manager is, it's just very hard for us to track the dollars that we're spending and then getting a qualitative, quantitative work--look at our results.

So, uh, I would say to you, Commissioner Bard, as well as to our city manager and budgets going forward, can we make--have a link at, and in this cost center under race, class, anti-bias, whatever name you want to give it, which needs to be consistent, this is where we're spending it and this is where we're, we're doing it, so here's the expense column. This is the department column. So it's easy to just read and understand.

Very impressed, very pleased about the procedural justice piece of what you're doing. I just want to just be able to get a better sense of is, you know, in your Police Department, is that all you're doing and how much we're spending on it? Coz I also see police, family, and social justice, and so how do we connect those dots?

And then, um, lastly, I could not identify the allocation that we're doing around, so I, as most people

know, I, I work a lot with the elderly and the elder, the elder policy council often talk about pedestrian safety.

Where one do--where do they get that training? Where do other people get that training as to be cognizant to yield to the pedestrian? Um, didn't see that in here.

Wanted to know, do you do something like that?

And then to follow up on what Councillor Kelley said, which is another problem that we hear in the policy council is around cybersecurity for seniors. You know, they get online and they just tap every button and next thing you know, they've, they've fallen victim to some, you know, if you buy this, you'll get this kind of thing. And what are we doing, you know, what advocacy and how much are we spending on that?

COMMISSIONER BRANVILLE G. BARD, JR.: So, to, to you, uh, Madam Chair. So we have, um, that's a, a two-part component. We have a dedicated elder outreach team and they spend a lot of time in the senior center and going around the city, uh, doing target heart and workshops for, you know, our senior community.

Um, in addition, we do have a cyber crimes unit, um, who, uh, you know, engage in that work and investigate

crimes when our, when our elders are taking advantage of. So we, um, we do allocate a substantial portion, I mean, just in the salaries of those two individuals alone, um, to do outreach to our senior community.

COUNCILLOR DENISE E. SIMMONS: Very good. Uh, do we, just to follow up, do we send them out, you just said that you do outreach, so you go into the senior buildings as well as places where seniors congregate?

COMMISSIONER BRANVILLE G. BARD, JR.: Uh, yes. We're, we're across the street at the senior center. We're in, uh, senior facilities. Um, they, they do, you know, they, they go where the seniors are.

COUNCILLOR DENISE E. SIMMONS: Very good. Further discussion. Well, just to--

COUNCILLOR CRAIG A. KELLEY: Madam Chair. I've attended some of that and I, I, I was super impressed as you know, at the cybersecurity senior stuff. But I, I think this is just such a complex issue that putting it in the hands of the Police Department as a thing as opposed to the Police Department and the council and aging and the consumer's council and so forth is, is something we just need a better handle on where it should go and how. But,

uh, I emailed you, but I'll tell you again, those guys were phenomenal. Um, thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Kelley. Uh, just to add my name to the, to the chorus around sort of coming and hitting the ground running. I remember when the city manager brought, uh, you forward as the candidate, uh, and asked us to kind of walk on faith, and I'm glad we did.

Uh, you've done a tremendous job and that's two reasons. First of all, you're very good at what you do, so I'm glad you've chose us, but you also had a great Police Department that you came to. So it was a coming together for two pretty dynamic indi, an individual and an organization.

Uh, I know I am very proud to be in the City of Cambridge, uh, and in fact, I have to sort of monitor how I act in other cities and towns. I have to remind myself you're not in Cambridge anymore, uh, but thank you so much for, uh, the work that each of you do for your, for you in particular, your department in general. Wonderful job.

I'd like to entertain a motion, a motion by Councillor Mallon to move the Police Department budget to be forwarded

to the full council, City Council for with a favorable recommendation. All those in favor is aye. Oppose? The ayes have it, and the matter is so referred.

COMMISSIONER BRANVILLE G. BARD, JR.: Thank you, Madam Chair, and thank you Council.

COUNCILLOR DENISE E. SIMMONS: So there's light at the end of the tunnel and it's the Traffic Department. So after, after the Traffic Department, we'll open the floor for public comment, if any, after which we will then adjourn. The Traffic, Parking, and Transportation was pulled by Vice Mary Devereux. We'll give the members of that department opportunity to sit down and then the floor is open to you, Vice Mayor.

VICE MAYOR JAN DEVEREUX: Thank you. Well, we saved the best for last clearly, and, and sorry to make you, um, wait around all day. Um, but hopefully you are multitasking and able to keep, keep current with all the emails that we're probably sending you while we're listening to other departments, um, I don't think I've sent you any emails during the hearings.

Um, so, so thank you. I wanted to just ask a couple of questions. One is that you have about \$250,000 of funding

for traffic studies and new software, and I was wondering if you could just give me a rundown of which traffic studies and new software those are.

DIRECTOR JOSEPH E. BARR: Sure. Um, through you, Madam Chair. Um, so the, the traffic studies are really, um, just generally covering, um, design projects that we know are gonna be, we have some, which some cases we've identified like Porter Square in some cases are probably to be identified over the course of the summer into next year.

Uh, mostly around, um, bicycle lane projects, but also around bus mobility and bus priority, uh, and then generally just looking at, you know, we get requests on a, you know, ongoing basis for different traffic analysis and, um, traffic, um, you know, reviews.

And so I guess I would say that the, the--if you look over the past several years, the volume of that has increased, particularly because of our, um, commitment to, uh, building out the bicycle network, but also for other reasons. And so I think that's, that, that piece is sort of anticipating the fact that that continues to grow, uh, as something that, that we need to work on.

Excuse me. And then the, the software piece, um, kind

of goes back to something that we discussed briefly at, at Monday night's meeting, um, and there's really two aspects to that.

One is, um, looking at, excuse me, I'm getting over a cold, um, software that allows us to better understand travel patterns in the city based on, um, cell phone records and, and other data sources.

And then also, um, there are products that uh, provide, um, sort of, I guess for lack of a better word, advanced tools for both street design, um, at a conceptual level. Um, and we've looked at a couple of different, um, options for that that kind of let us do very quick conceptual layouts of streets so we can, you know, present the community with, um, you know, options for street redesigns in a, in a much quicker way than we could sometimes do when we have to go through a whole, you know, consultant design process.

Uh, and then also on the assumption that at some point in the next fiscal year, uh, we'll be needing to manage, um, some sort of scooter sharing program.

Um, there are a number of vendors out there that have sprung up in the last year or so that are offering tools

for managing and tracking those across multiple scooter companies, and so we're building in some funding to, uh, pay for that.

We, we--I will say on that front, you know, I would expect that there would be, um, you know, some sort of, we haven't figured out the, the model for that, but there would be some sort of, um, permanent fee or license fee or something, some revenue associated with the scooters, so that would potentially defray that cost, you know, in the next fiscal year, but at this point we don't know exactly what that looks like, uh, and so we have not assumed that yet.

But that's--so some of this, I think there'll be, there will be some revenue associated with the need that's causing us to procure the software, but in other cases, it's just to be able to provide better planning data and better answers to a number of the questions we get, you know, from the community and from the council about, you know, changes in travel patterns and those kinds of things.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Um, thank you. And in terms of, um, I know we've talked a lot about curb management and

studying curb uses. Are we doing any kind of inventory of parking spaces citywide, knowing how the curb is actually used and mapping that, is that part of your budget this year?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Sure. Through your, Madam Chair. So it's actually, although I guess the answer is yes and no, um, yes, we are planning to undertake a, a, a fairly detailed, um, survey of our curb, uh, curb regulations and, um, basically both as a tool for planning purposes, but also for--as an asset management tool so that we can be able to, um, you know, better, uh, manage our street documentary program, when a sign gets knocked down, we'll know exactly what sign needs to go back and, you know, not be as we are currently looking in Google Street view and trying to figure out, you know, what was there six months ago, what have you.

And so I think we, we--many cities are pursuing those kinds of initiatives, um, and again, I think we're, we're, um, we want to get that done at some point in the next year or so, if not earlier.

Um, we're in the midst of trying to figure out how

that--what, what the funding plan for that's gonna be and, and the sort of development of that got pushed beyond what we needed to finalize our budget request. So I think that that's something you'll be hearing more about in the not-too-distant future.

Um, but it's definitely something that we, on the funding side, but in terms of operations, it's definitely something that we, we want to get done and we're planning on using a software, uh, called CarteGraph to manage that, which is something that DPW has been using for other purposes for, uh, for a little while.

COUNCILLOR DENISE E. SIMMONS: Okay. Vice Mayor.

VICE MAYOR JAN DEVEREUX: Thank you. Um, so, and I think the, the book, uh, mentions smart parking meters and dynamic pricing as potentially having some revenue potential.

Um, is that something that we have the, we have the Passport meters which enable you to pay with a credit card and, and do that kind of stuff, and it says that you have something like 50%, um, adoption of that.

So the smart parking meters would be an, an enhancement to that that would give us the ability to price

parking differently by hour of day or by demand, and when would those be implemented?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Through you, Madam Chair. So the, um, yeah, we're, we--as you mentioned, we have the Passport mobile payment app in place, uh, in order to be able to sort of fully do dynamic pricing, we would need to also have smarter parking meters, which would, you know, importantly continue.

They would accept credit cards, but they would continue to accept, um, coins, and I think, you know, there, there are some places that are talking about moving away from, you know, use of coins for paying for parking.

Uh, I don't think from an equity per, perspective, that's something that we're ready to pursue yet. So I think our view is that we need to, um, replace, you know, our, our, our meter fleet as it's referred to is, is, is, is quite old, and, and as you may hear about occasionally from customers, um, you know, not, not a hundred percent reliable, and so it needs to be replaced. We need to replace our parking meters no matter what.

So at this point it would be, it would be a little

crazy not to replace them with smart parking meters and provide people with the option of paying with the credit card at the curb. Um, and again, that enables the type of, um, dynamic pricing that you mentioned.

I don't know--we haven't really thought--started thinking in detail about how that would work in practice. I think, um, you know, it's instructive to look at some other places like Boston and San Francisco that have started to do trials of that, and I think have found that although there's, there's a lot of great theory about, you know, hour by hour, day by day type of dynamic pricing that in the end it's confusing for customers and causes a lot of agita for, for the customers out there.

So I think, you know, Boston is moving in that direction, but they're not quite as aggressive as I think they had intended, they had originally thought they might be with, you know, block by block and, and day by day pricing changes.

So I think we've taken very tentative steps with, you know, different rates by different areas of the city and I think that that's worked out pretty well. So I think we, we, we would consider expanding that and maybe, you know,

being a little bit more aggressive, but I don't anticipate us going to a, like I said, something that changes hour by hour throughout the course of the day, any, any time in the near future.

COUNCILLOR DENISE E. SIMMONS: Vice Mayor.

VICE MAYOR JAN DEVEREUX: Okay. So maybe I'm, maybe I'm missing something. I thought the Passport meters were actually new physical hardware when those were installed. They're just a--

DIRECTOR JOSEPH E. BARR: Just--it's, it's purely just the app.

VICE MAYOR JAN DEVEREUX: It's just the app.

DIRECTOR JOSEPH E. BARR: Yep. And the signs are on the streets.

VICE MAYOR JAN DEVEREUX: Okay. Um, question about, uh, budget for redoing pavement markings, um, 'cause they do get worn out, um, on a pretty regular basis.

How do you, how do you approach sort of knowing like, you know, we work on a five-year street and sidewalk plan for major things, but just the sort of little stuff of these lines, particularly with bike lanes and, and other things are getting worn out. How do you, how do you manage

that from a workflow and a budget standpoint?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Um, sure. Through you, Madam Chair. I'm--I'll let Patrick and Brooke do most of the answering, but I will say that I think, you know, as time has gone by, I think we, we've developed a better inventory of our pavement markings, um, and, uh, you know, our--have a, have a, a better inspection program for figuring out what needs to be replaced and repaired and, and re-striking versus not doing it so often that we're not spending our, our budget wisely.

Um, and I will say that we um, this year we actually managed to get our pavement markings program going, um, as of earlier this week and went, in past years we--it had taken us significantly longer.

So I'm, I'm very happy to report that we have started remarketing crosswalks and um, stop bars and center lines and things like that already, but I'll let Patrick and Brooke--

COUNCILLOR DENISE E. SIMMONS: Mr. Barr, before you yield the floor, if you could introduce who's sitting with you, 'cause there's a lot of--a few of us don't know

everyone.

DIRECTOR JOSEPH E. BARR: Um, with your leave I'll let them introduce themselves, if that's okay.

COUNCILLOR DENISE E. SIMMONS: Very good.

ENGINEERING MANAGER PATRICK BAXTER: Uh, through you, Madam Chair. Uh, Patrick Baxter, Engineering Manager for the department.

COUNCILLOR DENISE E. SIMMONS: Patrick Baxter.

ENGINEERING MANAGER PATRICK BAXTER: Um, so in terms of, you know, how we manage the inspection today, our process is that one of our engineers is, is going around the city and he's, uh, he has sheets for each crosswalk, stop bar, um, center lines on the roadways, bike lanes, um, et cetera, et cetera.

And he goes around the city and documents the condition of each of them and notes where they need to be replaced and where they're in satisfactory condition.

He'll also note one that looks like, okay, it's fine now, but I think by the end of the summer it's gonna, we're gonna need to go back and refresh that.

Um, we are looking at, as we continue to roll out the CarteGraph system, is that we'd be able to integrate that

into, um, a better asset management software so we can then have the software note, when was the last time this was restriped, which will help us prioritize the inspections and say, okay, we're gonna start by going out to all the locations that haven't been refreshed in three years and take a look at those and be able to bring an iPad with you and mark right in the iPad, okay, this one looks good, this one is in mediocre condition, this one is in poor condition, it needs to be immediately restriped.

VICE MAYOR JAN DEVEREUX: That, that sounds great. And that sounds like a, a good use of data and technology consistent with what we talked about with, um, some of the other departments in terms of using that kind of technology and data to actually improve, uh, the quality of the streets and people's quality of lives. Thank you.

Um, last question I think is related to the Sherman Street railroad crossing and that it may be more of a capital expense than a operating, but--so are we on track to complete that project in this fiscal year of whatever needs to be done?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Yes. Uh, and actually if, if

it's okay, I'll, I'll finish introducing or having staff introduce themselves so that we--you know who you're speaking to.

COUNCILLOR DENISE E. SIMMONS: Thank you.

ASSISTANT DIRECTOR BROOKE MCKENNA: I'm Brooke McKenna, I'm the Assistant Director for Street Management.

COUNCILLOR DENISE E. SIMMONS: Brooke McKenna. Thank you.

GOTTI LAURENT: My name is Gotti Laurent, um, um, I, I, I look over the--most of the finance piece.

COUNCILLOR DENISE E. SIMMONS: Gotti?

GOTTI LAURENT: Gotti Laurent.

COUNCILLOR DENISE E. SIMMONS: Laurent.

GOTTI LAURENT: Correct.

COUNCILLOR DENISE E. SIMMONS: L-A-U-R-E-N-T.

GOTTI LAURENT: Oh, yes. Wow.

ASSISTANT DIRECTOR STEPHANIE MCCULLOUGH: Through you, Madame Chair. Stephanie McCullough, Assistant Director for Parking Management.

COUNCILLOR DENISE E. SIMMONS: Thank you.

DIRECTOR JOSEPH E. BARR: Um, so through you, Madam Chair. For Sherman Street gray crossing, um, our, uh, you

know, we were in the process of, of, um, working with the Federal Railroad Administration to, um, uh, sort of make modifications to the, uh, current setup.

Uh, it's a little more complicated than we'd originally been led to believe, but we are in the midst of that, uh, which would allow us to, um, reduce the length of the median, um, and which will, we'll do a couple of things, restore full access to the lot that's used by, that's owned by Cambridge Montessori School and used by Jose's.

There's also, we've realized an issue with, uh, and I believe this has been discussed with Fire Department access to the building on the north side of the railroad crossing at I think 147 Sherman Street, um, and so we'll be able to move that median back as well, and, and that'll help in a couple different ways for that building.

Um, and then moving beyond that, um, the, the next phase once we've been able to make those changes would be to, uh, or, or not necessarily one after the other, but in parallel to initiate a study of, um, the full closure for quad, for quadrant gates at the crossing.

And, uh, we, I think at, at earlier this fiscal year,

we received, uh, a supplemental appropriation to, um, pay for, um, that study. Uh, and one, cause one of, one of the concerns we heard from the MBTA last summer when we were doing the initial installation of the, uh, median was that they actually are not a hundred percent supportive of four, four quadrant, um, railroad gates for various reasons, and so we need to really delve into that question in more detail and what if we're gonna recommend and try to pursue them.

And I think we need to have a very good case to the MBTA about why this is workable and why it's the safest option. And if we're not going to do that, then we, we obviously would need to be able to explain to the local community why we're not pursuing that option since, you know, at the time the city manager committed that that was something we would, we would do if it made sense.

And so we, we need, whatever the decision is, we need to be able to explain it clearly to the MBTA and to the, the public. Um, and I guess the, um, the, the one sort of wild, not wildcard, but the somewhat unknown is obviously there, there's some discussion that the, um, the lot, that parking lot might become a building for the Montessori

School, in which case it, you know, changes, potentially changes the dynamics of the land use right there, and might make us look at the crossing or the need for four quadrant gates. Slightly differently from a safety perspective, and so I think we need to make sure we, we're, we take that into consideration as we do that study.

COUNCILLOR DENISE E. SIMMONS: Thank you, Mr. Barr. Vice Mayor.

VICE MAYOR JAN DEVEREUX: Thank you. I yield the floor, so thank you.

COUNCILLOR DENISE E. SIMMONS: Thank you, thank you, Madam Vice Mayor. Councillor Zondervan followed by Councillor Kelley.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Through you. And thank you all for your work. Um, going back to the question about the smart meters and the dynamic parking, uh, I would like to put in a plug for allowing people to pay a lot more to stay more than two hours so that, you know, that could be revenues and it will also make--create some options for people.

Um, regarding the FY '20 budget, I saw that you're allocating \$300,000 to fund small, medium sized capital

improvement projects, and that would include, um, pedestrian refuge islands, curb extensions, bicycle signals, uh, et cetera.

So are these--is that the total funding that we're spending on these initiatives? Coz it, it does sound rather small to me.

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Through you, Madam Chair. So, um, I--it's really not the total funding that we're planning on those kinds of projects. It's really, we've identified over the past couple of years, um, as we've, particularly as we've done some of these quick build type projects and as we've, you know, gotten more deep, deep into the Vision Zero, um, action plan.

And, and the commitments we made as part of that, we've realized that there are sort of, I guess a category of projects and improvements that are kind of, um, lost or, or, or don't have a great home in between large-scale projects that are in the five-year capital program and then the, the--those quick build, you know, signs and markings and, and um, flex post type of projects.

And so building out a, you know, pedestrian refuge

island is part of a quick build project or putting in a bus boarding island or something like that, that they, they don't, there wasn't a, there wasn't that sort of clear source of funding for those types of projects and they all kind of fit within the Vision Zero, um, bucket.

And so, uh, working, you know, with Community Development and DPW and obviously the budget office and the city manager's office, we identified, um, you know, sort of this is a new category of funding in addition to all the other money that get spent on those types of things as, as part of other projects, uh, but that we needed to be able to kind of do these spot improvements.

So that's really the intent of that funding, um, is to, is to pick up those, those small-scale improvements that didn't, didn't have a great way of getting funded otherwise.

COUNCILLOR DENISE E. SIMMONS: Councillor Zondervan.

DEPUTY CITY MANAGER LISA PETERSON: Through, um, through you, Madam Chair. Um, I just wanted to add, just to reemphasize what, um, Mr. Barr said is that, you know, there's \$300,000 in the capital budget for traffic calming, there's money for bus stop improvements and bike spot

improvements and complete streets. There's a lot of additional money and this is really to be able to be very strategic and to fill in the gaps, but to be very strategic about meeting some of the goals for the, um, uh, Vision Zero plan.

COUNCILLOR DENISE E. SIMMONS: Thank you, Ms. Peterson. Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Great, thank you. I, I really do appreciate all the work that you're doing on, on Vision Zero, and if you need more money, please ask 'cause we want it done. Thank you. Yes, personally.

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

COUNCILLOR CRAIG A. KELLEY: Thank you, Madam Chair. And uh, I think when you showed up, Joe, I said you had the most thankless job in Cambridge and I suspect in many ways it is still the same, um, although you have never expressed that.

So I have a question about ticket dismissals. We'd talked before about platform-based ticketing leading to people reserving spots someplace else that the platform supports, um, that's not Cambridge and it's not figured

into our system. So they wind up getting tickets even though they think that they had, had, uh, actually paid for that space.

And I didn't know if that's why the numbers had gone up or not in terms of dismissal, but are we moving on, on that challenge in any particular way?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Uh, yes. Through you, Madam Chair. So, um, yes, and it's been an ongoing challenge as you know it in terms of the increase in the number of, um, appeals, uh, and then to some extent dismissals along with that.

Um, and I would say we've been working very, our, our, our mobile payment vendor is Passport, uh, and we've been working very closely with them on a couple of different way--things to um, try to address this issue.

One, we've--they've added a popup, you may have noticed if you used the app, it reminds you to double check your license plate and make sure you haven't entered a zero for an 0 or some of the common mistakes we've seen.

Um, so that's one step. We, we've asked them to make sure that in any, and I think this--there was a very

specific complaint that we got about someone thinking they were parking in Cambridge and they were actually somewhere else and we actually didn't--we never could figure out where they thought they were, um, because at the time the, the app didn't tell you what city or didn't, uh, didn't always tell you what city the zone you were parking in is, so we asked Passport to add something that's consistently.

I'm not sure if this has been implemented yet, but they're going to do it, that tells you--always reminds you you're in this city, um, so that you can say, okay, yes, this is a Cambridge Zone, not a Boston Zone or a zone in Topeka, Kansas, Coz you know, there's a lot of Main streets and Broadways uh, out there in the world.

Uh, and then I think we've also talked to them and they're--I know they're working on this as well about if someone enables location-based services for the app, which is obviously something you have to opt in to, that then it would, it would be able to tell where you are and automatically default to the nearest zone.

Obviously, you could choose to, to use a different zone 'cause you might be paying for somebody else who, you know, your, your kid is traveling somewhere and they ask

you to call you up and say, can you pay for my parking? You can do that, um, but the idea would be we're trying, we're trying to avoid the most common errors that we've seen.

Um, as, as Stephanie can talk about, it's a, it's a constant battle and I think we have such a high level of transient population, whether it's tourists or students that are, you know, constantly coming into the city that we thought that this was kind of a bubble that would go down over time, and it has gone down a little bit, but the number of appeals and dismissals has stayed higher than it had been, and most of that is related to, to Passport or to the mobile, not Passport specifically, but to mobile, mobile payment in general.

So it's a challenge, we're trying to work at it. Um, it's not something that we've been able to fully fix, uh, to this point. My hope is, is that as these apps become more widely adopted, that they'll be fewer times when people are putting their, their phone number or sorry, their license plate into the app for the first time and there'll be a lower chance that they make an error.

COUNCILLOR DENISE E. SIMMONS: Councillor Kelley.

COUNCILLOR CRAIG A. KELLEY: Thank you. Uh, I think

this is just a fascinating example of yet one more way technology was going to do things well, uh, but it creates unexpected challenges that we then have to adapt to. Uh, and I think that happens in no place more than it does in your particular profession.

Uh, the next question I have is sidewalk markings, and I know there's a council order in there, um, but I, I had talked offline about this last year and since I don't see a budget item, I just want to stress the importance if, if we don't want bicycles or scooters or, you know, whatever it might be to use parts of the sidewalk, which they're not legally supposed to use in many places, I think it's only fair for that to be properly and aggressively marked.

And it's very common on our sidewalks not to see those stencils at all, and if they are there, they're frequently worn. So as part of a holistic way of making our streets and sidewalks safer, which is what Vision Zero is all about, I think we're giving short shrift to that particular part and I think it has much wider ramifications than one might think in terms of our ability to strip out that level of chaos. So will we see some action on this, this budget season?

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Um, through you, Madam Chair. So I, I, I guess two things. One, Patrick kind of went through the, our process for, um, inspecting and re, redoing pavement markings and, and, um, uh, the, the regular no bikes on sidewalk stencils I think are, are part of that and, or I shouldn't say, I think they are part of that, and so that was part of our normal work plan.

Uh, the issue of scooters and who knows what else, as you've pointed out, being added to that list or, or being on that list of things that are prohibited, but now they're real, um, I think we've, we've started some internal discussions about, you know, do we need to be replacing the--or using a stencil that has, you know, a bike and a scooter or something else in it with the, with the line through it and updating our regulations and updating the signs and those kinds of things.

So I think the, the fact that there's a new technology out there, I think is causing us to just kind of take a look at that whole process in general and, and make sure that we're doing it the best that we can.

So it is definitely on our list. I don't--beyond the

current program, I don't have any answers yet, but it's definitely something that we're trying, we're working on figuring out.

COUNCILLOR CRAIG A. KELLEY: And thanks. And I did listen to what Patrick said and I didn't hear this part, I heard crosswalk markings and pavement markings and so forth, um, but I did not hear these particular stencils and I think it's worth focusing on them because apparently we have, we have not focused on them for quite a while. And it, I think it's not fair to ask the police to enforce something for which we're not giving the public appropriate notice in sidewalk, whatever's scootering, bicycling, further.

Uh, you brought up micro mobility scooters and whatnot, uh, I am disappointed that that's not specifically called out in the budget. Again, I don't have a digital form, but I did read this submittal a couple of times.

I, I think that what is commonly termed micro mobility is enough of a big thing and enough of a new thing that it deserves its own place when we start talking about urban mobility. We talk at length about bicycles and sure bicycles are important, but they're not the only other

option.

And I think in reading the budget, that's where we would get, you get bicycling, walking, and cars, and we're gonna see a lot more of these other things. And I would like you to consider that as this budget evolves and for future budgets.

COUNCILLOR DENISE E. SIMMONS: Mr. Barr, did you want to comment or?

DIRECTOR JOSEPH E. BARR: Um, I'll just briefly say, um, through you, Madam Chair, that, you know, we are obviously working on that topic and, um, you know, we both regionally and locally, um, you know, the Community Development Department's budget includes the second year of their Future of Mobility study, which we're also involved in.

Um, and I think that as, as I sort of mentioned in passing to the Vice Mayor, um, I think as we, as we get our way into the fiscal year and we figure out exactly where the state's gonna wind up on the legality of these devices, we assume that they'll be, you know, made legal in a more formal way, that there will prob--there will absolutely be additional work in that area.

And I--but I do take your point that we need to, you know, make sure that we're reflecting that in our, you know, how we talk about these issues and in our budget and other things. I, I think we have the, we do have the resources and the tools we need to, to work on that, it just didn't, I, I agree it doesn't come through in the, in the budget document itself.

COUNCILLOR DENISE E. SIMMONS: Thank you, Mr. Barr. Councillor Kelley, do you yield the floor?

COUNCILLOR CRAIG A. KELLEY: Yes, I yield the floor.

COUNCILLOR DENISE E. SIMMONS: Further discussion? Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. Two comments. I happened to be in Dallas and Houston, uh, last weekend and I couldn't believe, and this was upscale areas at the time, how poor the crosswalks were and the pedestrian, the ramps up on the sidewalk, I mean, terrible in places. So relative to that, Cambridge is looking awfully good and, um, I tripped in two places.

Um, the other thing I wanted to mention is, maybe it's not no bikes, no scooters, no roller skates, maybe it's pedestrians only because you're never gonna get it all.

Uh, remember, um, what was that popular thing briefly? Councillor Cheung had one--yes, before it went on fire and, um, you're never gonna get it all. So maybe it's the other way, and granted it's not as powerful as know something, but I don't know what other cities do. I've never seen it, but I, I've said this before and I realize there's a slippery issue and--but it almost should be something that's permanent.

Paint will never last on--even a few years, it'll wear off. Um, now maybe what you use on asphalt, maybe, but it's a different base. So I bet it won't hold. So I, I, I keep thinking it's something that's cast or multi-material in a way that it holds up. There must be something like that. And I, I just throw that out, something with a little color so you can't miss it, but just a thought.

COUNCILLOR DENISE E. SIMMONS: Mr. Barr.

DIRECTOR JOSEPH E. BARR: Through you, Madam Chair. I'll just say that the, um, without getting into the esoterica of pavement marking, uh, materials, but you're right that they all adhere much less well on concrete than they do on asphalt. So that is an issue and that's what--is why some of the, the existing no bikes stencils wear--seem

to wear out quickly because there's just nothing good.

We actually have had some very, very, very sort of just, um, brainstorming ideas about the idea you mentioned of having something more permanent that's sort of cast into the sidewalk, sort of like the, you know, drains to the Charles River, uh, devices that DPW uses for, um, around cash basins.

We've never sort of gone beyond that and we need to make sure there's not an issue around accessibility by adding another sort of thing to the sidewalk. But it's certainly something that's worth thinking, thinking about and, and I agree that we need to come up with some way of communicating that this is, you know, there's all these things that aren't allowed, and the primary thing that's allowed is, is, um, pedestrians. I'm not quite sure the best way to do that. Um, but--

COUNCILLOR DENNIS J. CARLONE: I'm not either. I, I just wanted to raise it. Again, I think I raised it last year. Thank you, Madam Chair.

COUNCILLOR DENISE E. SIMMONS: Thank you, Councillor Carlone. Pleasure of the committee. Vice Mayor Devereux.

VICE MAYOR JAN DEVEREUX: Just if I--one, one more

follow up. And, and sorry 'cause it really isn't a budget question, but it's gonna be confusing because bikes are allowed on sidewalks except in business districts. And I think we're potentially saying that scooters wouldn't be allowed on sidewalks, motorized scooters wouldn't be allowed on sidewalks anywhere.

And so that, I don't know, we can't, you don't have to answer that today, but it's gonna be, it's gonna be confusing for people and for marking.

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

COUNCILLOR DENNIS J. CARLONE: Can I retort to that? Um, and that's why I said it's only certain blocks that would say, pedestrians only. But granted, you're right, it's not clear. I'm sure they'll figure it out. There's five of them, they'll, they'll get it.

COUNCILLOR DENISE E. SIMMONS: Further discussion? Uh, very briefly. Uh, when we talk about pedestrian safety, uh, and I know in the City of Medford they have like 3D crosswalks. Is that something that we thought about?

DIRECTOR JOSEPH E. BARR: Um, through you, Madam Chair, or to you, Madam Chair. So they're actually, I believe there was, and I, I, I don't have the exact date,

but there was a council order on that. They're asking about this, um, a few months ago, and I don't remember exactly the date that we responded in it, I don't remember all the statistics.

But it turns out that they're actually, um, that specific design of crosswalk, um, A, doesn't show any long-term benefit in terms of yielding or pedestrian safety as compared to sort of the regular international style crosswalks that we use throughout the city. And that there was a problem with drivers getting confused and, and thinking that there really was a thing sticking up out of the road because it was so realistic.

COUNCILLOR DENISE E. SIMMONS: They'll slow them down?

DIRECTOR JOSEPH E. BARR: Well, it does slow them down, but there was a problem with people swerving out of the way and crashing into things. So we, we've, we've sort of looked at this and decided that this is not something that we would like to pursue at this point.

COUNCILLOR DENISE E. SIMMONS: That's okay. You don't want to be in the, in the second row of technology when it comes to pedestrian safety. Further discussion? Hearing none, I will entertain a motion to, uh, trans, not to,

refer the Park--Traffic, Parking and Transportation budget to the full council for--with a favorable recommendation. On the motion of Councillor Carlone, all those in favor say aye. Oppose? Ayes have it and the matter is favorably recommended. Thank you.

We move now to public comment. I don't see that we have anyone from the public that wants to comment on the budget. Closing remarks, Mr. DePas--well, let me entertain a motion to close public comment. On a motion by Councillor Siddiqui to close public comment, all those in favor say, aye. Oppose say, no. The ayes have it. Public comment is now closed. Mr. DePasquale, any closing remarks for today?

CITY MANAGER LOUIS A. DEPASQUALE: I would just like to thank the council and the departments for all the participation and maybe announce when our next hearing is. Thank you.

CITY CLERK DONNA LOPEZ: You may want to announce that any of the polls, they shall let us know.

COUNCILLOR DENISE E. SIMMONS: Okay. So thank you, Mr. DePasquale. Please note that the next Finance Committee meeting will be Tuesday, May 7th. Please, um, let the Clerk know what department you want to pull for discussion.

Uh, thank you for those of you that's forwarded your questions in advance, I want to say thank you. So please remember it's Tuesday, May 7th, 9:00 AM, we'll break at 12 for a lunch and then come back at 12:30 and then finish up the balance of the day.

In addition, please note that Wednesday May 8th commencing at 6:00 PM is the School Department's budget, and that'll be here in the Council Chamber. We have held aside Thursday, May 9th in the event that we go over on the school budget. And then Monday May 20th, the full budget will come before the City Council for budget adoption.

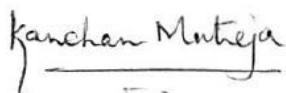
Any discussions, questions? Hearing none, I'll entertain a motion to adjourn. On a motion by the Vice Mayor to adjourn, all those in favor say, aye. Oppose? The ayes have it. This meeting is adjourned. [gavel]

The Cambridge City Council Finance Committee adjourned at approximately 3:50 p.m.

C E R T I F I C A T E

I, **Kanchan Mutreja**, a transcriber for Datagain, do hereby certify: That said proceedings were listened to and transcribed by me and were prepared using standard electronic transcription equipment under my direction and supervision; and I hereby certify that the foregoing transcript of the proceedings is a full, true, and accurate transcript to the best of my ability.

In witness whereof, I have hereunto subscribed my name this 9th day of February 2023.

A handwritten signature in cursive script that reads "Kanchan Mutreja". The signature is written in black ink and is positioned above a horizontal line.

Signature of Transcriber