

KEY INITIATIVES

AFFORDABLE HOUSING

The City strives to preserve the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents. Rental and homeownership housing is made permanently affordable wherever possible, and built throughout the city with particular emphasis on units of appropriate size for families with children. The City has a long-standing commitment to support high quality housing that is well integrated into the community and that will remain affordable for future generations.



The courtyard at Atmark Apartments (80 Fawcett Street), an inclusionary development with 49 affordable rental units.

Through FY15, the City has appropriated a total of \$115,000,000 in Community Preservation Act funds for affordable housing initiatives. Since FY05, the City has created 1,107 units of affordable housing and preserved an additional 1,120 affordable units throughout Cambridge. The City remains dedicated to offering affordable housing to residents through the preservation of existing affordable housing, development of new affordable units, and through zoning-based programs. The Community Development Department (CDD) will hire an additional housing planner in FY16.



Children participate in a summer food book bike event

BOOK BIKE PROGRAM PARTNERSHIP

In FY16, the Kids' Council and the Department of Human Services (DHSP) will partner with the Cambridge Police Department (CPD) to promote the Cambridge Book Bike Program. Part of the Agenda for Children's "Let's Move, Let's Eat, Let's Read!" campaign, Book Bike activities take place at parks and playgrounds every weekday in the summer throughout the city.

Summer Food staff and CPD Patrol and Community Relations officers will participate in Book Bike events by reading to kids, helping to foster a love of reading, and building positive and lasting relationships between Cambridge youth, their families, and City personnel. DHSP received funds this year to purchase books, expand Book Bike activities at summer food program sites, and hire a part-time Book Bike staff person.

KEY INITIATIVES

CAMBRIDGE CONNECTS

For several years, CPD and DHSP have jointly conducted “Door-2-Door” outreach to various neighborhoods around the city with a focus on Cambridge Housing Authority properties. The Door-2-Door program was initially an opportunity to bring information directly to residents. Now, Door-to-Door is expanding into Cambridge Connects as a way to systematically listen to and learn from community members.

The primary goal of Cambridge Connects is to improve the quality of life for Cambridge residents – particularly those in public housing – by collaborating with families in their own neighborhoods to build community capacity, awareness, involvement, and connections with the City, schools, and community partners. Cambridge Connects will utilize a short questionnaire to gather input directly from residents. Follow-up community conversations will be planned after Door-2-Door outreach to respond to specific issues raised.

The City will pilot Cambridge Connects in May 2015 at Newtowne Court and Washington Elms by working with the Kids’ Council, Cambridge Public Schools, DHSP, the Public Health Department, Cambridge Housing Authority, and nonprofit organizations. In FY16, Cambridge Connects will expand to other Housing Authority properties starting with Jefferson Park.



DHSP and CPD staff on a Door-2-Door campaign



Cambridge City Hall

CAMBRIDGE LEADERSHIP INITIATIVE

In FY16, the City will implement a formal leadership training program to build the cultural competency skills of employees and enhance the leadership capacity of leaders, managers, and supervisors throughout all City departments. Building “bench strength” so the next generation of leaders can seamlessly step into key roles and meet the challenges of moving from peer to supervisor over the next decade is an important goal of the City Manager.

The leadership training program will focus on the following competencies:

- Cultural competence and managing a diverse workforce
- Leadership styles
- Consensus building and collaboration
- Coaching
- Communication
- Change management

KEY INITIATIVES

CITIZEN COMMITTEE ON CIVIC UNITY

The Citizen Committee on Civic Unity was appointed in October 2014. Its 18 members represent a diverse range of experiences, perspectives, and knowledge in the city. The Citizen Committee on Civic Unity will serve in an advisory role to the City Council and City Manager and will work to preserve and enhance Cambridge as a diverse and welcoming place to live, work, study, and visit.

The Committee’s work will include engaging the public and facilitating constructive dialogue on race, class, religion, sexual orientation, income, physical ability, age, gender, and other issues to promote equity, fairness, and unity within the City organizational structure and the broader Cambridge community. The initial work of the committee has focused on developing and refining the mission, organizing a committee structure and meeting format, setting goals, and developing implementation strategies. The Committee will meet on a regular basis and meetings will be open to the public.

COFFEE WITH A COP



Join Sergeant Cabral for a cup of coffee

In collaboration with the CPD Neighborhood Sergeants Program, “Coffee with a Cop” events will bring Cambridge residents and police officers together in an informal, neutral environment to discuss community issues. The goal of the program is to build lasting relationships between community members and police officers by fostering trust and eliminating barriers. Coffee with a Cop began in Inman Square and Area IV in FY15. The program will expand in FY16 to include all Cambridge neighborhoods and will be tailored to each area (e.g. Coffee with a Cop, Pizza with the Police, etc.).

COMMUNITY BENEFITS AND MITIGATION PLAN

Between 2010 and 2013, through zoning amendments and agreements with developers, the City acquired mitigation funds designated to be used for community benefits purposes. In FY16, the City will establish a Stabilization Mitigation Fund to reserve these funds in order to partner with the nonprofit community to expand services to meet residents’ unmet needs. The City continues to meet with the Cambridge Nonprofit Coalition and the Cambridge Community Foundation to develop this initiative and plans to conduct a comprehensive needs assessment this year to identify the community’s most pressing needs. At the same time, the City Manager will continue to work on defining the governance structure for this process, which includes identifying an appropriate vehicle to create and manage the Community Benefits Fund as well as outlining the full funding allocation process from the nonprofit application stage through program evaluation. Once the structure is defined, the City Manager will present the plan to the City Council for approval.

KEY INITIATIVES

COMMUNITY ENGAGEMENT TRAINING PROGRAM

With support from the Kids' Council, DHSP's Community Engagement Team developed a citywide outreach and engagement training program to make Cambridge a model for effective and culturally inclusive community engagement.

Piloted in FY15, *Making Connections: A Community Engagement Training Program for Cambridge* is an outreach and community engagement skills training program focused on 24 core skills necessary to effectively engage residents in activities and services available in the city.



DHSP Community Engagement Team outreach workers

Making Connections is the result of collaboration between the City's Community Development, Personnel, Human Services, Public Health, Police, and School Departments, as well as the Cambridge Housing Authority, Cambridge Community Center, Transition House, and Families First parenting programs. DHSP will receive funding in FY16 to expand one part-time outreach worker position to a full-time position to provide supervision to outreach workers and to support the CET coordinator in working with City and community organizations.

COMMUNITY PRESERVATION ACT

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

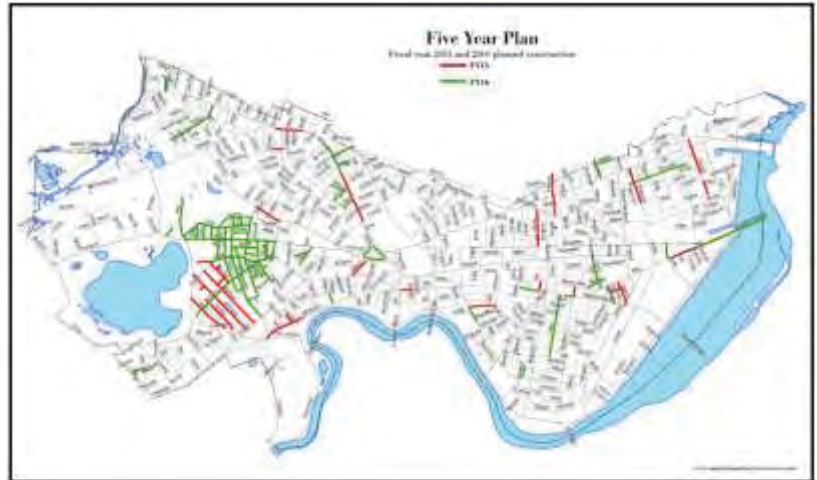
Through fiscal year 2015, the City has appropriated/reserved a total of \$143,750,000 for CPA projects, including \$115,000,000 for affordable housing initiatives, \$14,375,000 for historical preservation projects, and \$14,375,000 for open space projects. To date, the City has allocated \$45,700,000 in state matching funds, \$83,050,000 from local surcharges, and \$15,000,000 from the CPA fund balance.

In September 2014, the CPA Committee once again unanimously voted for an allocation of 80% for affordable housing projects, 10% for historical preservation projects, and 10% for open space projects. Total FY15 CPA funding was \$12,500,000. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust. FY15 historic preservation projects included the YWCA shelter, Historic Preservation Grants Program, Magazine Beach landscape plan, City Clerk's vault, Old Burying Ground, O'Connell Library Branch exterior, and rebinding the City Clerk's atlases and directories. FY15 Open Space projects included Sacramento Field, the Cambridgeport School playground, Pacific Street Park, the Haggerty School playground, and the Sennott Park basketball courts.

KEY INITIATIVES

COMPLETE STREETS PROGRAM

The City continues its strong commitment to designing and constructing Complete Streets. Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Through this program, City staff work closely with residents to develop Complete Streets designs that include streets, sidewalks, pedestrian ramps, bicycle facilities, traffic calming, street trees, and street furniture.



The Five-Year Plan map is available at www.cambridgema.gov/theworks

The FY16 capital appropriation includes \$7,959,015 (\$4,000,000 in bonds, \$3,959,015 in Chapter 90 funding, and \$104,510 from SPOF). This is a \$3,371,000 increase over FY15. Key FY16 construction projects include roadways that were severely affected by winter storm activity in 2015, Main Street from Broadway to the Longfellow Bridge, Pearl Street, Dudley Street, New Street, Cherry Street, and Mt. Auburn Street. All street and sidewalk projects are identified in the Five-Year Sidewalk and Street Reconstruction Plan (see above).



Rendition from the winning design for Connect Kendall

CONNECT KENDALL

This past year, CDD completed a public process to explore ways to provide a network of well connected, managed, and programmed parks and open spaces that serve a variety of users, and provide a range of experiences and environments in the Kendall Square area. To promote creativity and innovative ideas during this process, the City conducted a planning and design competition to develop an open

space framework for the area. The competition attracted a wide range of planning and design firms to encourage new thinking regarding not only open space design, but also the overall public realm, connections, programming, and place making.

The four finalist teams selected to participate in the Connect Kendall Square Open Space Planning Competition each developed a planning and design framework for open space in Kendall Square and eastern Cambridge. The competition jury evaluated the submissions based on the Project Vision and Planning and Design Goals created by the Eastern Cambridge Kendall Square Open Space Study Committee. Visit www.connectkendallsquare.com to read about the winning plan!

KEY INITIATIVES

CURBSIDE ORGANICS COLLECTION

In November 2015, the City will expand curbside collection of household food scraps (“organics”) to the entire Monday collection route. Eligible residences include single-family homes and multi-family buildings with 12 units or less and must have City trash service. This expansion builds on the curbside organics pilot program that began in April 2014, serving over 600 participating households in North Cambridge.



Household food waste becomes nutrient-rich compost for gardening, agriculture, and landscaping

By increasing the number of households served by curbside organics, the City will divert valuable material from landfills and incinerators and instead compost it into excellent soil used to grow healthy food and plants. Composting also helps protect the climate from lower methane emissions at landfills. Curbside organics collection will expand citywide in future years. Public Works will hire a full-time Recycling Program Manager to coordinate program expansion and outreach to residents. Visit www.cambridgema.gov/compostpickup to learn more about the program.

DOMESTIC AND GENDER-BASED VIOLENCE PREVENTION INITIATIVE

In FY15, the City Manager’s Office launched the new Cambridge Domestic and Gender-Based Violence Prevention Initiative, a unique and pioneering collaborative partnership that includes community organizations, residents, City departments, and a newly created Coordinator position. This group is currently undertaking a comprehensive citywide needs assessment to provide the City with a clear understanding of existing resources as well as what would be necessary to improve the City’s prevention and intervention response to domestic and gender-based violence.

The initiative will engage the many communities that make up Cambridge with particular emphasis on communities of color, non-English speaking groups traditionally underrepresented in decision-making leadership, youth, and the GLBT community. The needs assessment will guide the initiative’s way forward as we endeavor to develop and provide accessible, safe, and relevant strategies and resources to prevent and respond to domestic and gender-based violence.

EARLY CHILDHOOD TASK FORCE

The Early Childhood Task Force is a group of City and School administrators, family and childcare providers, and other professionals who provide supports to young children and families. Their charge is to ensure that all children have access to high quality care and education. The task force has put together an inventory of services currently provided throughout the City, surveyed providers on their practices, and are looking at early learning models used across the country. The task force will submit its recommendations on how to strengthen the early childhood system throughout Cambridge to the City Council in FY16.

KEY INITIATIVES

E-GOV ENHANCEMENTS

In FY15 and FY16, the City will invest over \$7,200,000 of capital funds in IT initiatives in order to achieve the following goals:

- Improve citizen experience and interaction with the City
- Increase transparency and access to information
- Improve technology-enabled City services
- Increase efficiencies of City operations
- Enhance cross-departmental collaboration and innovation

The IT Department will add three new positions in FY16 as part of the Department's strategic realignment to match staff resources and skills with these goals. Major FY15 and FY16 IT initiatives include:

- Launching the City's online Open Data Portal
- Redesigning the City's website
- Implementing online permitting for Public Works
- Increasing capacity of City Wi-Fi service
- Undertaking major infrastructure projects to transition to Microsoft 365, install PeopleSoft upgrades, implement email in the cloud, implement security enhancements at City Hall, and upgrade the City firewall

In addition, the City's Broadband Task Force, chaired by the City's Director of Communications and Community Relations, will continue to examine broadband service in Cambridge and evaluate the city's internet infrastructure. The Task Force will examine options to increase competition, reduce pricing, and improve speed, reliability, and customer service for residents and businesses. The Task Force will investigate scenarios for leveraging the City's current or future fiber assets to expand access to broadband services.



The Main Library (photo credit: Robert Benson Photography for William Rawn Associates)

EXPANDED SELF-SERVICES AT THE MAIN LIBRARY

In FY16, the Main Library entrance will be redesigned to allow for expanded self-checkout and the implementation of self-service holds. The Library will also add an automated return and sorting system to handle the 2,000,000+ items that are checked out and returned to the Main Library each year. These systems will allow the Library to manage the more than 50% growth in circulation with existing staff levels

KEY INITIATIVES

FAMILY ENGAGEMENT

Family engagement continues to be a centerpiece of DHSP programming. Some of the most meaningful family engagement occurs in the early childhood programs at the Center for Families and Baby University. DHSP staff intentionally and repeatedly invite immigrant and underserved families to participate in programming and teach techniques and strategies to support children’s learning and development. In addition, with support from the Agenda for Children this year, DHSP’s out-of-school time programs have focused on family engagement by piloting new and different strategies to partner more deeply with families in order to support young people’s success.



Community Engagement Team staff meet with families during a picnic event

FINANCE DEPARTMENT UPGRADES

The Finance Department has hired a consultant to provide analysis and implementation services to assist the City in upgrading Oracle PeopleSoft Software to version 9.2 for the financial and human resources applications. The goal is to utilize the software’s enhanced functionality to reduce the time and effort spent on transactional tasks and focus on strategic value-adding activities.

In addition, Finance and IT are collaborating to identify a time and attendance software that will integrate with PeopleSoft. The program will automate timesheets and feature a scheduling component to improve efficiency in record keeping and managing employees’ time. The Personnel Division is launching an automated online recruitment and tracking system, which will improve the format of data received from applicants and allow for more effective evaluations of an applicant’s training and experience.

Finance will continue to review how departments transact business and assist in implementing credit and debit card acceptance at certain locations. Auditing will continue to review its accounts payable function and seek new ways to automate transactions and become paperless.

FIRE DEPARTMENT ENERGOV PERMITS

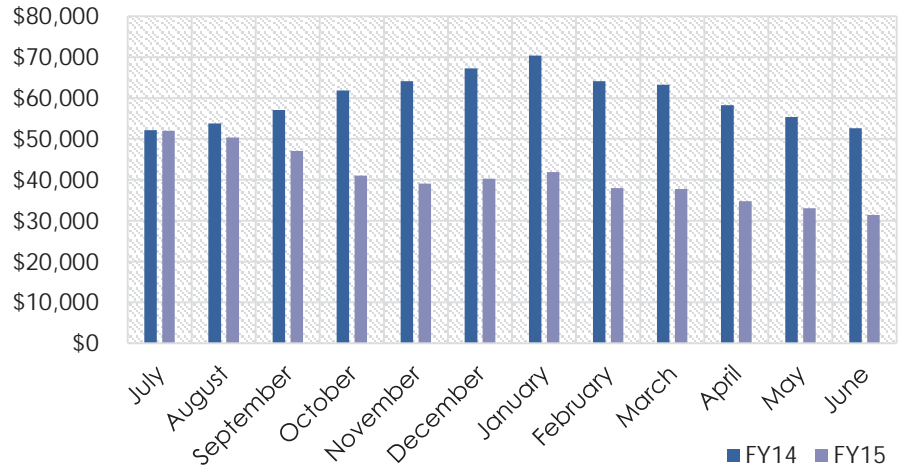
In FY16, the Fire Department (CFD) will begin design and development with IT to transition all fire-related permits to the EnerGov system. EnerGov uses GIS to allow visual interpretation of data, creates an efficient workflow that standardizes data entry, provides a user-friendly web interface for customers, and allows for more transparency by creating reports that can be uploaded to the City’s Open Data portal. The goal of transitioning to EnerGov is to make the permit process more convenient for applicants and to reduce the amount of leg work required for certain permits.

KEY INITIATIVES

LED STREETLIGHT CONVERSION

In FY15, the City completed LED conversion of all 4,900 neighborhood streetlights in the city. In FY16, the second phase of LED conversion will include decorative streetlights and park fixtures. Once funding is determined, the City Manager will submit a Free Cash appropriation.

LED PHASE ONE - COST SAVINGS



Designed with the latest energy-efficient technology, the new LED streetlights provide more consistent and appropriate illumination throughout the city. This conversion of approximately 7,100 fixtures will significantly reduce the City’s energy consumption and improve sustainability, safety, comfort, and the enduring beauty of Cambridge.

NEXT GENERATION 911

In FY16, the Commonwealth of Massachusetts will deploy Next Generation 911 (NG911) to replace the existing Enhanced 911 system. This upgrade will improve aging 911 infrastructure to allow each of the state’s 249 Public Safety Answering Points to receive emergency calls via voice, text, telemetry, and imaged-based devices. This new technology will improve the safety of the public and our first responders, as well as provide greater access for special needs communities. The Emergency Communications, Police, and Fire Departments will work together to manage the transition and assess how NG911 will transform emergency communications in an increasingly wireless society.

OFFICE OF COLLEGE SUCCESS

The Office of College Success was created in 2014 to lead the College Success Initiative, a collaboration between DHSP, community-based organizations, the Cambridge Public Schools, and institutions of higher education who are committed to increasing the college completion rate of low-income, first generation, and minority students enrolled in CRLS, the Community Learning Center, and YouthBuild. For a variety of academic, financial, and social reasons, many Cambridge students enroll in college, but do not successfully graduate. The Office of College Success supports the College Success Initiative by coordinating organizations offering college access services, working with CRLS leadership and guidance staff to support students in the transition to post-secondary education, disseminating research and resources to improve knowledge and practice of College Success Initiative partners; and developing partnerships with local colleges to improve on-campus support for Cambridge students.

KEY INITIATIVES

PARTICIPATORY BUDGETING

In fall 2014, the City launched its first Participatory Budgeting (PB) process in which community members directly decided how to spend \$528,000 of the FY16 Public Investment budget.

In December, community members submitted over 380 ideas for projects to improve the city. From January to March, over 40 volunteer Budget Delegates prioritized and developed those ideas into 20 concrete project proposals for a public vote. From March 22-28, 2015, Cambridge residents age 12 and older voted for the final projects that the City will implement in FY16.



The City used an innovative online map tool to collect PB project ideas from community members

The following six projects won FY16 PB funding:

- 100 new trees in low-canopy neighborhoods (\$120,000)
- 20 new laptops for the Community Learning Center (\$27,000)
- 300+ bilingual books for children learning English (\$7,000)
- Public toilet in Central Square (\$320,000)
- 8 bike repair stations (\$12,000)
- Free public Wi-Fi in 6 outdoor locations (\$42,000)

For more details on each of these projects, please see Section VI. For more information on the next round of PB, please visit www.cambridgema.gov/yourbudget.



SMART METERS AND PAY-BY-PHONE PARKING

The Traffic, Parking, and Transportation Department (TPT) is exploring two new types of parking payment systems: smart meters and pay-by-phone programs.

Smart meters (shown to the left) accept credit/debit cards in addition to coins. A pay-by-phone program would allow people to pay for a parking space by using a smartphone app or by calling or texting instead of having to carry coins for parking meters.

KEY INITIATIVES

STEAM COORDINATION OFFICE

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, Cambridge will establish a STEAM Coordination Office in FY16 to develop a coherent network of learning and internship opportunities for students. Building on the many examples of innovative activities and partnerships that exist in both school-based and out-of-school time classrooms, the goal is to develop opportunities that expose students at all grade levels to STEAM. DHSP will hire a STEAM Coordinator to work with City departments, the schools, companies, and higher education partners to expand meaningful opportunities for students to gain STEAM skills and exposure to STEAM-related careers. The Coordinator will also develop ways to market opportunities to families to ensure diverse learners have access to a wide variety of educational, work-based, and enrichment opportunities.

SUSTAINABILITY

NET ZERO

The Getting to Net Zero Task Force, convened to develop an action plan for setting Cambridge on a path to eliminating greenhouse gases from building operations, met for a year to produce high-level recommendations in five key areas. The impacts of the recommended actions were modeled at the community level and are projected to achieve a 70% reduction in annual emissions from the Cambridge building stock by 2040 and set the city on a trajectory to achieving net zero emissions after 2050.

The recommendations were reviewed by local stakeholders at meetings with industry groups, outside experts, and the general public. The recommendations are comprehensive and include strategies for increasing energy efficiency of both existing buildings and new construction as well as for greening the energy supply. The action plan will be reviewed every five years to ensure it remains effective and reflects both the evolving state of technology and the Cambridge economy. In FY16, CDD will hire a Net Zero Planner to help implement these recommendations. Learn more about Net Zero on CDD's website at www.cambridgema.gov/cdd.



CLIMATE CHANGE PREPAREDNESS PLANNING

The City will embark on an estimated two-year process to develop a climate change preparedness and resilience plan to address risks from increasing temperatures, precipitation, and sea level rise. The plan will utilize the 2015 Climate Change Vulnerability Assessment, which assessed the risks to the community from flooding and heat vulnerability and identified priority planning areas and issues. The preparedness and resilience plan will be coordinated with the forthcoming Citywide Plan.

KEY INITIATIVES

GEORGETOWN ENERGY PRIZE

Cambridge is one of 50 competitors for the \$5,000,000 Georgetown University Energy Prize, which challenges towns, cities, and counties to rethink their energy use and implement creative strategies to increase electric and natural gas efficiency. In FY16, the City will reach broadly into the community to educate and inspire residents and businesses to engage in the competition. Initiatives will include energy tracking for small multi-family buildings as part of a building energy use reduction competition, residential canvassing about energy efficiency and solar energy, and development of K-12 school energy education materials. To help win the prize, we're asking Cambridge residents to take specific action: get an energy assessment, tell your friends about the initiative, and share ideas for innovative energy-saving municipal and residential projects.

SUSTAINABILITY IN CITY OPERATIONS

While Cambridge moves toward becoming a net-zero emissions community, the City is leading by example in its municipal operations. FY16 program highlights include:

- Multi-year, \$27,000,000 initiative to upgrade municipal buildings, including optimizing opportunities for greenhouse gas reduction and climate change resiliency during capital improvements.
- Building on the retrofits and investments that helped Cambridge meet the 20% Massachusetts Green Communities energy reduction goal from the 2008 baseline, such as expanding outdoor lighting LED conversion to include all park and decorative fixtures and implementing lighting, HVAC, and envelope improvements at City and school facilities.
- Pursuing an integrated strategy to maximize the use of energy from renewable sources, including new rooftop solar installations at the Sullivan Water Purification Facility, Kennedy-Longfellow School, and MLK, Jr./Amigos School.

WATER DEPARTMENT INITIATIVES

The Water Department continues to implement a multitude of projects to protect the Fresh Pond Reservation and provide a safe, uninterrupted water supply of the highest quality to community members. Key FY16 projects include:

- Enhancing customer service by improving the notification process so that customers are aware of when their water usage becomes higher than normal. The Department will continue to provide online access to real-time meter reads and will explore phone call and text message alert options for customers.
- Installing photovoltaic solar panels on the water treatment plant roof to provide renewable electrical energy savings. This project will be completed by fall 2015.
- Phase II of Kingsley Park restoration, which focuses on landscape restoration.
- Installing variable frequency drives on raw water pumps to achieve significant energy savings. The project is currently in the design phase and is expected to be completed in late 2017 at a cost of \$4,000,000.



Fresh Pond