

About Cambridge

With over 100,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community with more than one in five residents being foreign born. Students from 64 nations attend Cambridge public schools, and their families speak 46 different languages.

Front Cover: Our front cover features: children enjoying the newly renovated Fletcher-Maynard playground. (Photo by Rebecca Sozanski); Adult learners in an English for Speakers of Other Language Class at the Community Learning Center; Park Maintenance Division workers spreading wood fiber at Riverside Press Park; and Police Officers Oral Bynoe and Mike Padua talking to kids about safety during the GoGreen Community Day at the Walter J. Sullivan Water Purification Facility at Fresh Pond.

City Manager's Message

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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the 2001-2002 Annual Report, for the fiscal year beginning July 1, 2001 and ending June 30, 2002.



Robert W. Healy
City Manager

This past year has been a challenging one. The tragedies of September 11th and the economic downturn have affected Cambridge residents and businesses alike. However, we have worked hard to minimize the consequences of these events in Cambridge and to effectively plan for the future. In July 2001, we appropriated \$1.3 million toward technology upgrades, fire vehicles and equipment, police equipment and renovations, radio replacement, and other public safety measures. In the spring of 2002, the City put its Local Emergency Planning Committee (LEPC) to work on a disaster drill that demonstrated how the City could function effectively in an emergency situation. The drill involved all City Departments as well as the local hospitals, universities, transportation agencies, Centers for Disease Control (CDC) and the Federal Emergency Management Agency (FEMA). Additionally, we were able to lower the City's property tax rates last year while still supporting a strong, balanced budget.

Throughout this report, you will read about the City's many successes and accomplishments over the past year. You will learn how each City department and division has worked hard to make Cambridge a stronger and better place to work and live. A small sample of these accomplishments is presented below.

- After presentations to three major national credit rating agencies, Cambridge continued to retain its status as one of only a handful of cities nationwide to earn three AAA ratings for fiscal management. This is the highest rating that can be awarded to a municipality. This continues to affirm the City's sound financial policies and procedures that will enable taxpayers to save millions of dollars in interest costs over the next few years.
- I am happy to report that in April 2002, the City hired an architectural team to design the expansion of the historic Main Library on Broadway. In June, I appointed an 18-member Design Advisory Committee and initiated the public process for the design phase of the project.
- In November 2001, the City obtained voter approval of the Community Preservation Act (CPA) at the maximum 3 percent rate. Passage resulted in eligibility to receive up to \$5 million in matching funds from the state for FY03. Monies in the new Community Preservation Fund will be used to support affordable housing, historic preservation and open space initiatives throughout the City for years to come.
- Creating and preserving affordable housing continues to be a high priority. This past year, we initiated the creation and preservation of over 90 affordable housing units and completed the construction of more than 50 units in projects that began in previous years. In addition, the City created a new middle-income housing program that will assist families with incomes up to 120% of area median income, such as teachers and firefighters, to buy a home in Cambridge.
- In May 2002, the City Council approved our FY03 operating budget of \$332,178,570 and capital budget of \$29,435,785, as well as the five-year capital plan. The capital budget will be used to support a number of technology, public safety, building, school, roadway, water, street and sidewalk and sewer reconstruction projects.

These are only a few of the many highlights and accomplishments featured in this report. Please read further to learn more about how our City departments have worked to ensure that Cambridge continues to be a great place to live, work and visit.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy". The signature is fluid and cursive, written over a white background.

Robert W. Healy
City Manager

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City Departments

Cambridge City Hall

795 Massachusetts Avenue
Cambridge, MA 02139 *
617.349.4000 • TTY 617.349.4242**
* Address for all departments in City Hall
** TTY Number for all departments in City Hall

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

Mark McCabe, Director
City Hall, 617.349.4376

Arts Council

Jason Weeks, Director
51 Inman Street • Cambridge, MA 02139
617.349.4380 • TTY 617.492.0235

Assessing

Faith McDonald, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

Louis DePasquale, Director
City Hall, 617.349.4270

Cable TV

Calvin Lindsay Jr., Director
449 Broadway • Cambridge, MA 02138
617.349.4296 • TTY 617.349.4421

City Clerk

D. Margaret Drury, City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Asst. to the City Council
City Hall, 617.349.4280

City Manager's Office

Robert W. Healy, City Manager
City Hall, 617.349.4300

Community Development

*Beth Rubenstein, Asst. City Manager
for Community Development*
238 Broadway • Cambridge, MA 02139
617.349.4600 • TTY 617.349.4621

Commission for Persons With Disabilities

Michael Muehe, Director
51 Inman Street • Cambridge, MA 02139
617.349.4692 • TTY 617.492.0235

Conservation Commission

Sarah MacLennan, Director
238 Broadway • Cambridge, MA 02139
617.349.4680 • TTY 617.349.4621

Consumers' Council

Paul Schlaver, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6150 • TTY 617.349.6112

Election Commission

Teresa Neighbor, Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

George Fernandes, City Electrician
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4925 • TTY 617.492.0235

Emergency Communications

George Fosque, Director
489 Broadway • Cambridge, MA 02138
617.349.6911 • TTY 617.499.9924

Emergency Management

David O'Connor, Director
147 Hampshire St. • Cambridge, MA 02139
617.349.4842 • TTY 617.349.4805

Finance

*Louis DePasquale,
Asst. City Manager for Fiscal Affairs*
City Hall, 617.349.4220

Fire

Gerald Reardon, Fire Chief
491 Broadway • Cambridge, MA 02138
617.349.4900 • TTY 617.499.9924

Historical Commission

Charles Sullivan, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.4683 • TTY 617.349.6112

Human Rights Commission

Quoc Tran, Director
51 Inman Street • Cambridge, MA 02139
617.349.4396 • TTY 617.492.0235

Human Services

*Jill Herold,
Asst. City Manager for Human Services*
51 Inman Street • Cambridge, MA 02139
617.349.6200 • TTY 617.492.0235

Inspectional Services

Robert Bersani, Commissioner
831 Mass. Avenue • Cambridge, MA 02139
617.349.6100 • TTY 617.349.6112

Law

Donald A. Drisdell, City Solicitor
City Hall, 617.349.4121

Library

Susan Flannery, Director
449 Broadway • Cambridge, MA 02138
617.349.4040 • TTY 617.349.4421

License Commission

Benjamin Barnes, Chair
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Michael A. Sullivan, Mayor
City Hall, 617.349.4321

Management Info. Systems (MIS)

Mary Hart, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.4140 • TTY 617.349.4421

Peace Commission

Catherine Hoffman, Director
51 Inman Street • Cambridge, MA 02139
617.349.4694 • TTY 617.492.0235

Personnel

Michael Gardner, Director
City Hall, 617.349.4332

Police

Ronnie Watson, Commissioner
5 Western Avenue • Cambridge, MA 02139
617.349.3300 • TTY 617.499.9924

Police Review Board

Malvina Monteiro, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6155 • TTY 617.349.6112

Public Works

Lisa Peterson, Commissioner
147 Hampshire St. • Cambridge, MA 02139
617.349.4800 • TTY 617.349.4805

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall, 617.349.4310

School

Bobbie D'Alessandro, Superintendent
159 Thorndike St. • Cambridge, MA 02141
617.349.6400 • TTY 617.492.0235

Traffic, Parking and Transportation

Sue Clippinger, Director
238 Broadway • Cambridge, MA 02139
617.349.4700 • TTY 617.349.4621

Veterans' Services

Robert Stevens, Director
51 Inman Street • Cambridge, MA 02139
617.349.4761 • TTY 617.492.0235

Water

Sam Corda, Managing Director
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4770 • TTY 617.492.0235

Weights & Measures

James Cassidy, Jr., Sealer
831 Mass. Avenue • Cambridge, MA 02139
617.349.6133 • TTY 617.349.6112

Women's Commission

Nancy Ryan, Director
51 Inman Street • Cambridge, MA 02139
617.349.4697 • TTY 617.492.0235

Cambridge At A Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

101,355 (2000, US Census)

Population Density:

15,763 Persons per square mile
(2000, CDD)

Person(s) Per Household:

2.03 Persons (2000, US Census)

Median Age:

30.4 Years (2000, US Census)

Foreign Born:

25.9% (2000, US Census)

Home Language Other than English:

31.2% (1990, US Census)

Common Languages Other

Than English: Spanish/Spanish Creole, Chinese, Portuguese / Portuguese Creole, French Creole, French (including Patois, Cajun) and Korean. (1990, US Census)

Racial Diversity:

68% White
12% Black
12% Asian
3% Other
5% Two or More Races
(2000, US Census)

Hispanic Diversity:

7% of Residents w/Hispanic Background (2000, US Census)

Adult Educational Attainment:

65.1% College or Graduate Degree
12.2% Some College
12.2% High School Diploma
10.5% No High School Diploma
(2000, US Census)

College & Graduate Students:

26,613 - Enrolled in Degree Program
(2000, US Census)

Registered Vehicles:

55,776 (2002, Mass. Registry of

Motor Vehicles)

Housing Units:

44,725 (2000, US Census)

Owner Occupied Housing:

31% (2000, US Census)

Median Housing Sales Price:

\$549,000 Single Family
\$535,000 Two Family
\$330,000 Condominium
(2002, CDD)

Typical Rental Price:

\$1,450 One Bedroom,
\$1,900 Two Bedroom,
\$2,400 Three Bedroom
(2002, CDD)

Median Household Income:

\$47,979 (2000, US Census)

Jobs:

113,465
(2001, Mass. Division of
Employment & Training)

Average Annual Wage:

\$57,521
(2001, Mass. Division of
Employment & Training)

Resident Unemployment Rate:

3.6%
(July 2002, Mass. Division of
Employment & Training)

Major Employment Sectors:

Education, Engineering &
Management Consulting, Computer
Hardware & Software, Restaurants,
Health Care
(2000, Mass. Division of
Employment & Training)

Property Tax Rate:

Residential \$7.26
Commercial \$18.67
(per \$1,000 of assessed value)

Government:

Plan E Form of Government
(City Council/City Manager)

Annual Operating Budget:

\$332 million
(FY 03 - starting July 1, 2002)

Public Schools:

15 elementary schools, 1 high school (divided administratively into five small schools).

Private Schools:

12, plus 1 charter, and numerous pre-schools

Higher Education:

Harvard University, Massachusetts Institute of Technology, Lesley University, Cambridge College

Libraries:

Main Library and 6 branches

Post Offices:

Central Square, Kendall Square, Harvard Square, Inman Square, Porter Square

Hospitals:

Cambridge Hospital, Mount Auburn Hospital, Youville Hospital

Fire Protection:

8 fire stations, 278 sworn fire fighters, 6 civilians

Police Protection:

1 police station, 266 sworn officers, 30 civilians

Public Golf Courses:

1 (Fresh Pond)

Public Transportation:

MBTA (subway & buses) and commuter rail

Closest Airport:

Logan Airport (Boston)

* The acronym CDD stands for the City's Community Development Department.

Faces of City Hall

This page is dedicated to City of Cambridge employees who work hard year-round to provide excellent quality services. Here are some of the faces of City Hall. Due to spacing limitations, we cannot list individual names.



Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are drawn. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares bi-annual reports for the Equal Employment Opportunity Commission (EEOC).

In 1983, the City established a Minority Business Enterprise Program (MBE). The Affirmative Action Office monitors construction contracts in excess of \$50,000 to ensure that at least 10 percent of contract or sub-contract business goes to State Office of Minority Business & Women Association (SOMB-WA) certified businesses.

Highlights and Accomplishments

- Assisted some of the larger departments with affirmative action hiring goals based on Census 2000 figures and local labor market statistics.
- Monitored recruitment and hiring process for department heads and professional positions.
- Collaborated with the State Human Resources Division, City departments and the Affirmative Action Advisory Committee to promote the Municipal Firefighter Examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.



Affirmative Action Director
Duane Brown

Animal Commission

Mark McCabe, Director • 51 Inman St., Cambridge • 617.349.4376

The Cambridge Animal Commission was established by Ordinance in 1979 to provide and facilitate programs for animal control and welfare in the city. The commission maintains and promotes Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The department utilizes its resources to encourage responsible pet ownership, to ensure public safety with regards to stray or wild animals and to also manage the diverse population of wildlife that co-exists within the City of Cambridge.

Highlights and Accomplishments

- By the numbers: Licensed 1,985 dogs; picked up 86 stray dogs (79% returned to owner, 19% adopted); issued 168 animal quarantines and 154 citations for violations of the Animal Control Ordinance.
- Responded to over 3,385 calls concerning pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.

- Continued presentations concerning information on responsible pet ownership and local wildlife at pre-schools, elementary schools, community groups and dog obedience classes within the City of Cambridge
- Participated in Open House ceremonies and the annual "License Day" at the Walter J. Sullivan Water Purification Facility at Fresh Pond.
- Transported 205 animals (birds, cats, dogs, raccoons, opossums, skunks, bats and other wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue league for medical attention, placement or humane euthanasia.

- Provided a low cost rabies vaccination clinics to 96 dogs; issued 33 certificates for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.



Animal Commission Staff
(l to r): Christina Gurskis
(holding Mia), Director Mark
McCabe and Alison Price
(holding Poppy).

Arts Council

Jason Weeks, Director • 51 Inman Street, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC), established by City Ordinance in 1974, is both a presenting and a service organization, existing to benefit the citizens of Cambridge through the arts.

As a presenter, CAC:

- Commissions public art for integration into capital improvement projects.
- Mounts exhibitions of artists' work.
- Develops and implements arts education programming.
- Produces community art events, including the annual Cambridge River Festival and the Summer in the City concerts for children.

As a service organization, CAC:

- Raises and manages funds for distribution to artists and cultural groups through a competitive Grant Program.
- Implements the City's Public Art and Street Performance ordinances.
- Organizes local and national arts conferences.
- Consults with artists and other arts presenters on issues critical to their success, such as fundraising, grant writing, audience development and accessing resources.



As participants in CAC's Art Among Us program, Cambridge youth work with an art conservator to make repairs to "Multicultural Manifestos," a public artwork located in Central Square

- Serves as a liaison between artists and the community.
- Cognizant of the limited resources for the arts, locally and nationally, CAC efficiently maximizes the expenditure of staff and volunteer time as well as agency resources to benefit the Cambridge community and complement rather than duplicate the programs and services provided by other cultural institutions and organizations.

Highlights & Accomplishments:

- Produced a three-day international conference on the topic Conservation and Maintenance of Contemporary Public Art. With funding from the National Endowment of the Arts, CAC invited participants from five countries and 60 U.S. cities in 22 states to converge in Cambridge in October 2001 to discuss relevant issues and share best-case scenarios for various projects. The conference was co-sponsored by the Harvard University Art Museums and the Cambridge Center for Adult Education.

- Worked with internationally renowned artist Mags Harries to complete the installation of a multi-faceted public art component for the Walter J. Sullivan Water Purification Facility at Fresh Pond. The project, Drawn Water, included a terrazzo floor design with a map of Cambridge highlighting the water systems that support the Fresh Pond Reservoir. Additional features included an exterior water fountain linked to an interior cylinder of water and a series of artist-designed water access covers located throughout the 13 neighborhoods of Cambridge.

- Introduced a public art education initiative for Cambridge youth entitled Art Among Us highlighting the process by which artworks are integrated into the City's public art collection. Participating students attended a series of workshops with artists, art conservators, architects and City employees to discuss issues involved in concept design, development and implementation of new Percent for Art projects. Students viewed artist-designed models, received first-hand experience working with art conservators to restore existing public artworks and developed their own proposals for Cambridge-based public art projects.

- Collaborated with the Igor Fokin Memorial Committee and the Harvard Square Business Association to commission a permanent memorial to the beloved street performer Igor Fokin and as a tribute to all street performers in Cambridge. Significant funding for the project was secured by CAC through the New England Foundation for the Arts and from the Massachusetts Cultural Council. The memorial, created by artist Konstantin Simoun, was dedicated in Brattle Square on September 22, 2001 in a community celebration that included performances by well-known Cambridge street performers.

- Worked with a professional Web development team to create a new agency web site designed to enhance the on-line experience for people seeking information on programs and services related to the arts in Cambridge. Along with new aesthetics and content, the URL was updated to www.cambridgeartscouncil.org in an effort to streamline constituent access to the information contained on the site.

Community Arts Program Highlights:

- Produced the 24th Cambridge River Festival in June 2002. The theme, Rhythm & Rhyme, highlighted the addition of a new "Performance Poetry" stage featuring local poets, dancers, and musicians and provided a thematic tie for the musical stages and other festival components. CAC again collaborated with the Cambridge Rotary Club to present the Chalk on the Walk street painting event and convened a new Folk Art Advisory Committee to guide the development of the Folk & Traditional Art component which centered on "Preparation & Performance" and featured demonstrations by local

Arts Council

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Council



Big Nazo characters delight Summer in the City audiences in Danehy Park.

dance groups presenting traditional dance forms from locations around the world.

- Presented the 10th annual Summer in the City (SIC) performance series featuring 12 multicultural and interactive performances designed specifically for children ages 4 to 11. SIC events take place in neighborhood parks and green spaces and include hands-on access to professional artists and performers for participating youth. 2001 marked the largest combined SIC audience to date at 1,800 and included collaborations with the Cambridge Public Library, Community Schools, Club Passim's "Culture for Kids," and various neighborhood groups and associations.

- Received the largest number of applications in the history of the CAC Grant Program and awarded 35 grants to Cambridge based artists, cultural organizations, schools, and community groups for the creation of high quality artistic projects directly benefiting the City and its citizens. Nine of the grants in FY02 were made directly to schools to provide access for Cambridge students to professional artistic performances in Cambridge and the greater Boston area.

- Hosted the 4th annual Grant Awards Celebration at Cambridge Rindge and Latin High School to honor FY02 grant recipients and promote visibility for grantee projects and initiatives in the Cambridge community. The celebration featured a performance showcase by selected recipients, project exhibitions by all recipients and introductory remarks by Cambridge Mayor Michael Sullivan and Massachusetts Cultural Council Executive Director and Cambridge resident Mary Kelley.

- Initiated quarterly KidsArts meetings dedicated to increasing the level of communication between the City of Cambridge and youth arts programmers working in the city. Meetings are designed to raise important issues pertaining to the relationship between Cambridge youth and the arts and to provide a forum for program directors and coordinators to discuss how to better serve this population.

- Issued permits to over 450 artists and performers licensing them to perform in Harvard Square and other public spaces in Cambridge. Additionally, CAC employed three Street Performer Monitors to enforce the City's Street Performer Ordinance and worked with performers, local business and residents to ensure a festive and congenial atmosphere between these groups.

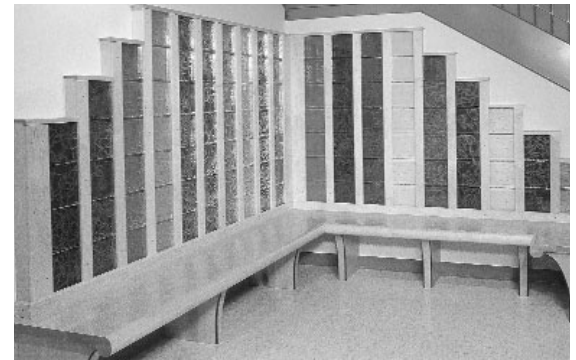
Public Arts Program Highlights:

Completed Projects:

- Completed two brightly colored seating elements

created by Cambridge artist Lillian Hsu-Flanders for the Gately Youth Center on Rindge Avenue in North Cambridge. Each element includes golden maple benches, etched glass and multicolored tiles that transform the alcoves behind and underneath stairs into welcoming places for youth to congregate in between scheduled activities.

- Completed a large-scale suspended sculpture created by artist Michael Beatty for the atrium above the main entrance to the M.E. Fitzgerald School. The artwork explores connections between nature, physics, and mathematics by mingling geometrical forms with shapes found in nature.



"Sitting Coves" is a public artwork at the Gately Youth Center created by local sculptor in installation artist Lillian Hsu-Flanders

- Collaborated with the Traffic & Parking Department to complete a traffic-calming project at Sheridan Square by artist Jane Goldman. The final work included the use of prefabricated concrete pavers arranged according to traditional quilt patterns around five tree pits in the expanded plaza as a way to elicit associations of comfort, warmth and safety while paying tribute to one of America's most enduring art forms.

- Completed a project for Williams Park by artist William Reimann that includes images of butterflies and moths etched onto granite posts flanking each of the three entrances to the park at the intersection of Cedar and Dudley Streets in North Cambridge.

- Commissioned local artist Mela Lyman to create murals for a prominent wall and fountain play space located at Paine Park in mid-Cambridge. The artist worked with 30 neighborhood youth to incorporate their drawings and images into a 27-foot mural.

- Commissioned two temporary public artworks for presentation at the 24th Cambridge River Festival in June. The first, created by Randal Thurston, consisted of a series of 12 freestanding kites each with intricate black and white images based on the artists' proposal for a permanent artwork designed to be part of the Yerxa Road Underpass project. The sec-

Arts Council

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Council

ond, created by James Harmon, was an installation created from raw construction materials in the form of two rooms superimposed upon one another as a way to explore issues and perceptions of built environment and use of space.

Ongoing Projects:

- Convened a jury that selected artist Judy Kensley McKie to collaborate with architects Carol R. Johnson Associates, Inc. on the creation of a community gathering space adjacent to the Valente Branch of the Cambridge Public Library. McKie's project is based on the notion of an "urban wild" planting scheme that includes artist designed seating elements and a project space for library programs.
- Made significant progress on a multi-phased permanent public art project for Danehy Park by Merle Laderman-Ukeles. Following successful material tests in FY01, the artists installed an image of a galaxy at the highest point in the park. Made of pre-consumer recycled rubber, Ukeles continues to advance her artistic concepts for the project by acknowledging the site's former use as a refuse dump and setting in place a contribution to future recycling through experimental re-use of throwaway materials. Images from the initial material tests for the "galaxy" were documented in a museum exhibition entitled "Ecovention" between June and August 2002 at the Contemporary Art Center in Cincinnati, Ohio.
- Convened a jury that selected artist Michael Glier to develop a schematic proposal for the historic Harvard Elementary Building/City Hall Annex at 57 Inman Street. Glier's proposal includes wall paintings for three walls of the atrium lobby as well as panels for the upper floors. The artist will present a full proposal in fall 2002.
- Organized an artist selection process that resulted in the commission of artists Suzanne Hellmuth and Jock Reynolds to re-design elements at Vellucci Plaza with CJA Landscape Architects. The plaza will be constructed according to the artists' design as part of the Cambridge Street Improvements scheduled for 2004.
- Continued to work with Cambridge artist Ellen Driscoll as she conducted additional research and community outreach related to the Woman's Commemoration Project. As part of her outreach, Driscoll participated in a series of four oral history meetings, each involving various segments of the City's population, and a special symposium to explore the contributions of Cambridge women to the cultural, educational, political, and economic life of Cambridge.
- Worked with sculptor Murray Dewart in the development of his proposal for Franklin Street Park where he will design a gate structure comprised of granite and bronze, three bronze reliefs on the back

wall of the park, and a ductile iron sand-cast ornamental fence along the Franklin Street side of the park.

- Continued working with artist Randal Thurston to develop bid documents for fabrication and installation of his proposed artwork for the Yerxa Road Underpass. The artwork will consist of decorative tiles and pre-fabricated concrete designed to highlight the vibrancy of nature by focusing on indigenous plant life.

Education Program

- Worked to update and improve information on the Cambridge Public Art collection and the Percent-for-Art program on the CAC web site. Updates included the development of more than 60 fact sheets containing introductory text, images, and general information on the artwork and the artist(s). Additionally, CAC hired educational consultants to develop dynamic web-based activity guides for 20 of the artworks in the collection.
- Created two informational brochures to highlight new permanent works being added to the City's public art collection. The first brochure focuses on multiple artworks recently completed in North Cambridge and includes a map outlining the location of the artworks as a way to entice residents and visitors to Cambridge to take walking and/or biking tours of the artworks in this area. The second is a special brochure printed for the dedication of Drawn Water located at the Fresh Pond Water Purification Facility.

Conservation & Maintenance

- Commissioned Art Conservation Associates (ACA) to complete re-assessment and routine maintenance of 97 publicly sited artworks owned by the City and commissioned through the Percent-for-Art Ordinance.



Cambridge-based dance troupe Snappy Dance Theatre receives funding through the CAC Grant Program to mount educational performances for students during fall performance.

Assessing

Faith McDonald, Director • City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information.

Every three years, property assessments must be reviewed and certified by the State Department of Revenue. In order to meet certification standards, communities must reassess all taxable property. Fiscal Year 2002 was a certification year for Cambridge. New values were generated for all the City's real estate parcels and taxable personal property accounts.

Values were determined for one, two and three family houses by creating a statistical model based on the analysis of sales, location and property data.

Condominiums were valued on a building-by-building basis. Values for apartments, commercial property and industrial property are determined using an "income approach." This method of valuation requires the analysis of income and expense data, as well as the determination of capitalization rates from an analysis of property sales and mortgage/equity information.

In non-certification years, the Assessing Department updates residential values to reflect market trends by analyzing the difference between the assessed values and sales that took place during the preceding year. From this analysis, trend factors are developed to update values according to property use (one-family, condo, etc.) and location. Trend factors for apartments, commercial property and industrial property values are based on an analysis of income and expense reports as well as an analysis of sales compared to assessed values. Business personal property is updated by form returns and inspections.

The chart below compares FY2001 and FY2002 taxable value for Cambridge:

	FY01 VALUE (000s)	FY02 VALUE (000s)
Existing Commercial & Industrial	\$3,990,495	\$4,652,520
New Commercial & Industrial	710,782	1,562,551
TOTAL COMMERCIAL & INDUSTRIAL	4,701,277	6,215,071
Existing Residential Property	6,772,662	10,195,370
New Residential Property	936,197	121,509
TOTAL RESIDENTIAL PROPERTY	7,708,859	10,316,879
Existing Personal Property	262,884	256,052
New Personal Property	30,117	49,075
TOTAL PERSONAL PROPERTY	293,001	305,137
TOTAL TAXABLE PROPERTY	12,703,137	16,837,087

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures that the City's programs are being executed legally, efficiently and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City Departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

Highlights and Accomplishments

- Began implementing computer software module to capture and record the City's fixed assets.

- Maintained and updated PeopleSoft General Ledger and Accounts Payable Financial Information System.
- Prepared the City's Annual Financial Report entirely in-house.
- Continued training other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Developed prototype model for the new GASB 34 financial reporting requirements.

Budget

Louis DePasquale, Director • City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council as follows:

- Create City Manager's guideline message to departments.
- Oversee quarterly updates of the City's benchmark system.
- Review proposed departmental budgets and goals with the City Manager.
- Submit City Manager's Budget to the City Council for adoption.
- Produce the adopted, annual operating and capital budgets on a timely basis.

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. Staff review revenues and expenditures monthly and maintain a status report of expenditure balances and revenues received year-to-date by all City departments.

Highlights and Accomplishments

- Monitored and balanced the FY02 Operating and Capital budgets of \$374,158,870.
- Coordinated preparation of the bond disclosure statement and other related materials for the 2002 bond sale of \$32,630,000.
- Played a major role in the preparation of the FY01 Comprehensive Annual Financial Report.
- Coordinated the City's FY01 Financial Statements.
- Prepared the FY03 budget and placed it on City's web page to increase public access to the information.
- Received for the 16th consecutive year, the Government Finance Officers Association Award for Distinguished Budget Presentation.
- Conducted year-round training classes on budgeting with the new financial system.

Cable Television

Calvin Lindsay, Jr., Director • 449 Broadway, Cambridge • 617.349.4296

The Office of Cable Television is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including, but not limited to, education, culture, arts, health and human services, and history.

Highlights and Accomplishments

- Transitioned to a fully automated playback system that has improved on-air presentation and increased system reliability.
- Continued to lease a state-of-the-art editing system enabling the Channel to improve broadcast quality and increase staff creativity and productivity.

- Produced Quest of a Lady Falcon, a documentary presentation that examines the relationship between a students' academic and athletic life. We followed the CRLS Girls' Indoor Track team over the course of their season to get an idea of exactly what it takes to achieve and maintain excellence in both arenas.
- In partnership with the Mauricio Gaston Institute for Latino Community Development and Public Policy at U-Mass Boston, we produced a Town Hall meeting that examined issues that impact and affect the Latino community in Massachusetts.
- Developed a partnership with the City of Everett to access their full-service mobile video production unit for use at various City of Cambridge remote events.
- Continued to augment our programming offerings with a number of acquired series programs aimed at the pre-school and school age population.

City Clerk

D. Margaret Drury, City Clerk • City Hall • 617.349.4260



As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information.

Its responsibilities encompass providing documents and information regarding the vital statistics of citizens' individual lives (births, deaths and marriages). Cambridge has two birth hospitals within its boundaries, and the Clerk's Office recorded more than 3,000 births for calendar year 2001. The Clerk's Office also accepts and records particular business filings required by statute, such as business certificates. Fishing and sporting licenses may be purchased at the Clerk's Office, and for the convenience of the public, notary services are also available in this office.

The other major responsibility of the City Clerk is to provide the records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public about City Council actions. The City Clerk's Office prepares and distributes the agenda for each City Council meeting. The City Clerk and Deputy City Clerk attend and record all meetings of the City Council and City Council committees. The City Clerk also keeps the official records of the City and is keeper of the Seal of the City, the Code of Municipal Ordinances, and the Zoning Ordinance and Zoning Map.

Highlights and Accomplishments

- Implemented a new electronic recording and indexing system for marriage intentions and certificates and increased utilization of computer technology in production of certified copies of all categories of vital records.
- Provided staff support for the Ordinance Committee, as it completed a comprehensive city-wide downzoning.
- Worked with the City Manager's Office and the MIS Department to increase the amount of information on the City's Web Site about City Council actions and decisions, and created new links to City Council committees and committee reports.
- Reviewed the City Clerk's Office archival storage techniques with the view of improving the methods of long term storage of official records, and implemented cost effective improvements.
- Completed the repair and rebinding of record and index books that were in the most deteriorated condition due to age and use.
- Worked with the Cambridge Archives Committee and its consultant on plans for improving record management throughout City departments.
- Participated in City Hall pilot project of keeping the office open to the public on Monday evenings.

City Council

Sandra Albano, Assistant to City Council • City Hall • 617.349.4280



2001 - 2002 Cambridge City Council. Seated (left to right): Vice Mayor Henrietta Davis, Councillor E. Denise Simmons, Mayor Michael A. Sullivan, Councillor Marjorie C. Decker. Standing (left to right): Councillors Anthony D. Galluccio, David P. Maher, Kenneth E. Reeves, Brian Murphy and Timothy J. Toomey, Jr.

The City Council, made up of nine members, is Cambridge's elected legislature. As the policy setting arm of the City, the Council derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

City Councillors are elected at large every two years. Upon organization of each new nonpartisan Council, the members elect a Mayor and a Vice Mayor. The Mayor chairs both the City Council and School Committee and serves as the City's ceremonial leader. The Council organizes into committees that have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

The Council is served by two staff members who perform administrative duties and provide clerical support. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

An allotment supports the Council's governmental relations efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. For more information, call the City Council office or visit the City's Web Site.



City Council staff Sandra Albano and Mary Horgan.

City Manager

Robert W. Healy, City Manager • City Hall • 617.349.4300

The City Manager's Office is the Executive Department of the City of Cambridge. As the City's Chief Executive Officer, the City Manager provides leadership to and administration of all departments and services. The City Manager's staff includes the Deputy City Manager, Assistant to the City Manager, Public Information Officer, Executive Assistant and Administrative Assistant.

The City Manager is responsible for the enforcement of all laws and City ordinances; the appointment of department heads; appointment of members to the numerous City boards and commissions; and submission of the annual budget to the City Council. In addition, the City Manager and his staff work with the City Council in development of their goals, recommend policies and programs to the City Council, and implement Council decisions.

Highlights and Accomplishments

- Cambridge continued to be one of only six cities in the nation to attain three AAA ratings from the major credit rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving millions of dollars.
- The City initiated the creation and preservation of over 90 affordable housing units in FY02, and completed the construction of more than 50 units in projects that began in previous years. In addition, the City created a new middle-income housing program that will assist families with incomes up to 120% of area median income, such as teachers and firefighters, to buy a home in Cambridge.
- The City obtained voter approval of the Community Preservation Act (CPA) at the maximum 3 percent rate and received \$5 million in matching funds from the state. Monies in the new Community Preservation Fund will be used to support affordable housing, historic preservation and open space initiatives throughout the City. In addition, the City Manager appointed a Community Preservation Act Committee, consisting of both residents and City staff, to advise the City on appropriate use of the CPA funds.
- The Fresh Pond Advisory Board was appointed by the City Manager to oversee and advise the City on implementation of the Fresh Pond Master Plan and other projects taking place within Fresh Pond Reservation.
- The City Manager's Office initiated the design process for a new park and environmental improvements in the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor. The park will include a youth soccer field and community garden as well as pathways and natural areas for passive recreation. All aspects of the project are designed to protect water quality and improve habitat and other ecological functions, in accordance with the goals and recommendations of the Fresh Pond Master Plan.

- The City has continued to work with the Metropolitan District Commission and landscape architects in the planning and design of renovations to the Magazine Beach facility.
- The City Manager appointed new department heads for the Conservation Commission and the Arts Council.
- Significant support and leadership was provided by the City Manager's Office to a number of City-wide advisory committees.
- The City Manager continues to participate in the process of selecting a new Chief Executive Officer for the Cambridge Health Alliance.
- For the sixth consecutive year, the City Manager's Office coordinated Danehy Park Family Day, one of our largest City-sponsored community events, with over 3,500 attendees.
- The City completed the design work for the total renovation of the Taylor Square Fire Station.

Major Capital Projects

Each year, the City completes, continues or launches major renovation, reconstruction or building projects. These projects range from park and play-ground construction to improvement of the City's sewer and stormwater infrastructure to planning for the renovation of important City buildings. Since such projects can take years to complete and often require vast amounts of the City's personnel and capital resources, the Deputy City Manager, who oversees capital planning and budgets, monitors all



City Manager's Staff (sitting l to r): Deputy City Manager Richard C. Rossi, City Manager Robert W. Healy, (standing l to r): Executive Assistant Diane Squires,

City Manager

facets of major construction. Listed below are some of the projects we concluded and others we continued to work on during the past year:

New Water Treatment Plant: Completed the exterior construction of the new state-of-the-art 24-million gallon Walter J. Sullivan Water Purification Facility. The plant has been producing City water since the spring of 2001. Interior construction has been completed and the Water Department staff now occupies the building. Landscaping around the building has also been completed.

City Hall Renovations: Completed exterior improvements and landscaping to City Hall. Interior renovation work continues.

City Hall Annex Remediation: Remediation work and demolition of the interior of the City Hall Annex at 57 Inman Street was completed, as were final plans for the building renovation. Renovation and reconstruction of the entire building is scheduled to begin in October 2002.

Kennedy School Playground: Renovations were completed in the fall 2001. Work involved complete renovation of two existing play areas and the introduction of an interactive water play feature.

Paine Park: Renovations were started in the fall of 2001 and completed in April 2002. The park was completely renovated, including a half basketball court, two play spaces, a passive sitting area, a small lawn area, lighting and landscaping improvements.

King School Playground: Renovations began in the spring of 2002 and are expected to be finished in July 2002. Renovations include installation of an artificial turf area, two custom designed play spaces, as well as paving, fencing, lighting and related landscaping improvements.

Bergin Park: Work to renovate Bergin Park began in June 2002 and will be completed in the Fall of 2002. The renovation includes the enhancement of an existing passive park with the addition of a new playground, water play feature, park lighting, walks, fencing and new park furniture and lighting.

Danehy Park: The artificial surface football/soccer field and outdoor running track were completed and opened in the Fall of 2001. This project also included renovation of three tot lots, pathways, walkway lights and new park signage.

Sewer and Stormwater Separation Projects: The City completed sewer separation and stormwater management projects for the Fresh Pond Parkway area (Lakeview, Worthington, Lexington) and the New Street Pump Station. Design has been completed and construction will begin shortly for sewer separation and stormwater management projects in Bellis Circle, the Agassiz area (Beacon Street), Cambridgeport, and Harvard Square. These projects

incorporate significant new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce Massachusetts Water Resource Authority charges. Sewer separation is a long-term effort and commitment throughout the City that will continue for many years to come.

Area IV Parks: Continued planning and construction of Area IV Parks, including completion of a total reconstruction of the Fletcher-Maynard Academy school/play area. Commenced planning for construction of a new park at the Squirrel Brand site and the neighborhood park at 238 Broadway.

Main Library Renovation and Expansion Project: In April 2002, the City hired a Boston-based architectural team to design the expansion of the historic Main Library on Broadway. In June 2002, the City Manager appointed an 18-member Design Advisory Committee and the public process was initiated for the 18-month design period. The design phase of the project is expected to be complete in the winter of 2003/2004.

Public Information Office

A part of the City Manager's staff, the Public Information Officer (PIO) serves as the City's main liaison to the media, helps publicize City programs and services and communicates relevant City information to employees and external audiences on a regular basis. The PIO also manages the City's Web Site and produces various City publications.

Highlights and Accomplishments

- Completed work on *Living in Cambridge*, a guide to City Resources & Services.
- Produced the FY01 City of Cambridge Annual Report.
- Worked closely on redesign project for the City's Web Site expected to roll out in August 2002. New site features include on-line payment of parking tickets, motor excise taxes and water/sewer bills. Main page features include a new citywide Calendar, City News and Information section, and a layout designed for easier navigation.
- Utilized the City Web Site as a key communications vehicle to disseminate City news and information on a regular basis. Following the tragedies of September 11, 2001, worked with staff to create a special area on the site with information, resources and City messages.

Community Development

Beth Rubenstein, Assistant City Manager for Community Development
238 Broadway, Cambridge • 617.349.4600

The goal of the Community Development Department (CDD) is to enhance the overall living environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents.



*Renovation of this historic property at 8 Bigelow Street was completed this year, creating 10 units of affordable rental housing.
Photo: Ted Fields*

The Department works toward these goals by:

- Preserving and developing affordable housing;
- Strengthening the vitality of commercial and business districts;
- Renovating neighborhood parks and playgrounds;
- Planning transportation improvements designed to accommodate all modes of transportation;
- Implementing projects to reduce pollution of the City's air, water and soil;
- Enhancing the character of each of the City's 13 neighborhoods;
- Managing growth to support the best long-term interests of the City.

The Community Development Department performs its work as part of a public process in which an array of interests and viewpoints are represented including those of appointed boards and committees, citizen and community groups, non-profit organizations, private developers, the business community, and other government agencies. The Department provides staff support to a number of standing committees, boards and commissions; cooperates closely with many subcommittees of the City Council; and works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees.

Each division of the Community Development Department made significant progress on ongoing projects and introduced new initiatives to advance the City's goals and priorities in the areas of housing, community planning, economic development, and environmental and transportation planning.

Highlights and Accomplishments

- Worked with Planning Board and City Council to develop the Eastern Cambridge Rezoning Petition based on the recommendations of the Eastern Cambridge Planning Study (ECaPS). City Council adopted the zoning in October 2001 which will encourage housing, increase open space, reduce auto trips from new development, create mixed use districts close to transit and create better transitions between high and lower density neighborhoods.
- Worked with the City Manager and other City departments to obtain voter approval of the Community Preservation Act (CPA) following a year-long outreach effort that culminated in endorsement by the City Council. By approving the CPA at the maximum 3% rate, the local dollars raised to support affordable housing, historic preservation, and open space initiatives are eligible to receive up to one-to-one state matching funds. With the City Manager-appointed CPA committee, organized a well-attended public meeting to engage the community in discussions about the allocation of CPA funds.
- Completed design of the Cambridge Street improvement project. Provided construction oversight for completion of the Fresh Pond Parkway enhancement project. Designed traffic calming projects for Aberdeen Avenue, Holworthy Street (Phase II) and Russell Street, and oversaw construction of traffic calming projects on Concord Avenue and Fayerweather Street.
- With the Climate Protection Task Force, drafted a local action plan to reduce greenhouse gas emissions in the city. The plan, developed with input from the business sector, institutions and residents, includes actions to make public, private and institutional sector operations more sustainable in the areas of energy



*Neighbors celebrate the reopening of Paine Park after the completion of renovation work and installation of public art.
Photo: Peggy Kutcher*

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use and efficiency, recycling and waste reduction, land use and transportation. Implementation of the plan include working with Massachusetts Energy Consumers' Alliance to complete a study of options for purchasing electricity from renewable sources and obtaining a grant from the Massachusetts Renewable Energy Trust for installation of a photovoltaic system to generate electricity at 57 Inman Street as part of the City Hall Annex renovation.

- Completed construction of improvements to the Kennedy School Playground, Reverend Williams Park and Paine Park. Completed repairs to Cambridgeport School Playground. Commenced construction of King School playground and Bergin Park. Completed community design review processes for Franklin Street Park and Area Four Open Space.

CDD Division Overviews and Highlights

Housing Division

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing in the City. Cambridge has completed the seventh year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust and supported with a \$4.5 million allocation of City funds in FY02. A total of \$26.75 million in City funds has been contributed since 1995 to create or preserve over 2,000 affordable units of housing. These resources, combined with federal CDBG and HOME funds, enable the leveraging of other public and private funding.

The Housing Division has a multi-faceted approach to affordable housing development, which includes rental and homeownership production in collaboration with local non-profit developers; home improvement programs; inclusionary and incentive zoning; expiring use housing preservation; and first-time homebuyer education and counseling. In addition, the City supports affordable housing production through planning and development initiatives such as citywide rezoning. Cambridge ensures the long-term affordability of its affordable units through a deed restriction on each property.

- Working in collaboration with local non-profit housing developers and the Cambridge Housing Authority, the City initiated the creation and preservation of over 90 affordable units in FY02, and completed the construction of more than 50 units in projects begun in prior years. For example:

- Completed construction of more than 50 affordable units including: 20 new rental units in the former Squirrel Brand factory building; 3 ownership units on Cedar Street; 10 rental units on Bigelow Street; 3 ownership units on Harvard Street; and 14 rental units on Cambridge Street.

- Worked to preserve the affordability of at-risk affordable housing units. Accomplishments included working with state and federal funding agencies to enable Homeowner's Rehab to purchase and renovate CAST apartments, a 42-unit affordable rental development, so that affordability restrictions that were set to expire, can be extended for 50 years.

- Worked with Cambridge Housing Authority to acquire four condominium units to serve young disabled adults as part of CHA's Hope VI program; also worked with CASCAP to acquire a vacant former lodging house on Auburn Street which will be redeveloped into seven affordable rental units. In collaboration with Shelter Inc., created 10 units for formerly homeless residents on Rindge Avenue.

- Working with local nonprofits, Homeowners Rehab. Inc. and Just A Start, rehabilitated over 40 units through the Home Improvement Program (HIP), a low-interest loan program for low- and moderate-income owners of 1-4 unit buildings.

- Continued implementation of the Inclusionary Zoning Ordinance to create new affordable housing throughout the city. Since the inception of the program in 1998, 124 rental and homeownership units have been created. Deed restrictions ensure the long-term affordability of these units.

- Educated more than 500 people in First Time Homebuyer classes and provided one-on-one counseling to over 160 people. The Housing Division also offered a special class on buying and owning multi-family properties as well as a class for Haitian/Creole speakers. In addition, more than 500 people received tenant/landlord mediation services through the City's collaboration with Just A Start Corporation.

- Created a middle-income housing program that will assist families and individuals with incomes up to 120% of area median income, such as teachers and firefighters, to buy a home in Cambridge.

- Updated the City's incentive zoning study to evaluate the impact of non-residential development on the cost and supply of housing in Cambridge. The ordinance requires developers requesting zoning relief to make a contribution to the Affordable Housing Trust. Recommendations for an increase in the contribution are currently before the City Council.

Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information, and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, managing the City's urban design projects, and providing information and technical assistance to residents, property

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owners, developers, and neighborhood groups. The Community Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality, cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

- Worked with the Riverside Study Committee, an advisory committee of residents, business representatives and institutions, to develop recommendations regarding land use, zoning, urban design and transportation. Recommendations on zoning were forwarded to the Planning Board this fiscal year. The Committee's recommendations would reduce allowed density and height in a number of districts and provide transitions between Harvard University and the adjacent Riverside neighborhood. The final report will be completed and forwarded to the Planning Board and City Council prior to expiration of moratorium in December 2002.
- Initiated study process to review zoning and other regulations governing rooftop mechanical equipment. The City Manager appointed an advisory committee of residents, business owners and institutional representatives to develop recommendations; work is anticipated to be completed by the end of 2002.
- Working with Planning Board, coordinated design and zoning review of projects seeking special permits, including those regulated under the new Project Review procedures. Projects reviewed included: the Charles Smith residential project in North Point, the Stata Center and Vassar Street dormitory at MIT, buildings and landscaping at Cambridge Research Park, residential and R&D buildings at University Park, and the Harvard University UIS Center.
- Completed analysis of Census 2000 Short Form results released in mid-2001. Prepared on-line demographic map set in conjunction with MIS staff. Conducted presentations for City Council, City staff, Cambridge Health Alliance, and Affordable Housing Trust.

Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts, and promoting a dynamic business climate.



This new restaurant on River Street was the first business to participate in the City's Retail Best Practices program.

- Presented two workshops to Cambridge businesses on the City's Façade Improvement programs. Completed two storefront façade renovations, with 11 additional projects in process. Received Cambridge Historical Commission Preservation Award recognizing the impact of this program on Cambridge Street.
- Conducted two Retail Best Practices program workshops for Cambridge businesses interested in interior design and operational improvements. Assisted 24 income-eligible businesses through private consultations. Follow-up visits and reports were made to document progress and evaluate impact of changes.
- Provided assistance to more than 250 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis. Outreach and education efforts included developing and presenting business planning/capitalization assistance workshops and running a women's networking event for potential start-up and existing small business owners.
- Began implementation of the June 2001 labor market report, "Education and Skills for the New Economy: A Survey of Employment Trends in Cambridge, Massachusetts." Formed a task force consisting of representatives from the School Department, Office of Workforce Development, non-profit agencies involved in school-to-work programs, and the business community to disseminate the report's information to a wider audience including educators, students, parents and other interested residents. Data from the report will be used to help prepare a workforce of Cambridge residents to work in the city's new economy jobs.



A new façade for 387 -391 Cambridge Street was completed this year as a part of the City's Façade Improvement Program, which provides matching grant funds to upgrade commercial storefronts. Photo: Mary Ng

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Environmental and Transportation Planning Division

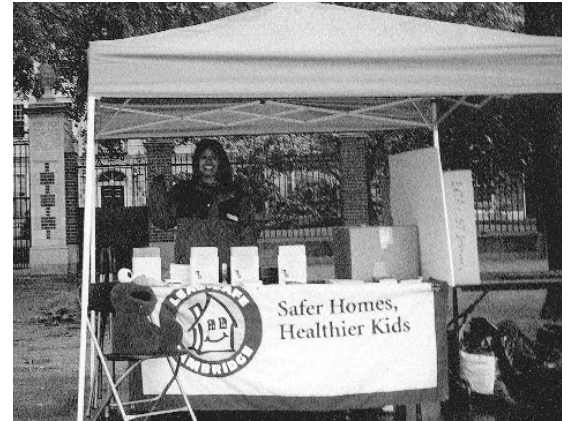
The Environmental and Transportation Planning Division is responsible for planning transportation infrastructure improvements, implementing the Vehicle Trip Reduction Ordinance and carrying out other measures to reduce single-occupancy vehicle travel in Cambridge, administering the Lead-Safe Cambridge HUD grant, and protecting the environment through pollution source reduction and mitigation measures.

- Launched the EZRide shuttle service connecting North Station, Lechmere, Kendall Square and Cambridgeport. Received N.E. Chapter of the Association for Commuter Transportation's 2001 award for outstanding creative Transportation Demand Management (TDM) strategy for the City's



*The EZRide shuttle service, launched this year, connects North Station, Lechmere, Kendall Square and Cambridgeport during peak commuter hours.
Photo: Catherine Preston*

- Continued to review transportation demand management plans for developments subject to the (PTDM) Ordinance and to monitor results. Several of these projects reported greater reductions than required in the number of trips made by people driving alone.
- Began design project to develop roadway, sidewalk, lighting, and urban design improvements for Harvard Square and initiated a consultant study to determine the feasibility of creating a multi-use path along the Grand Junction corridor.



Lead-Safe Cambridge staff participates in community events throughout the year to educate families about lead safe practices and provide information about the City's abatement programs.

- Deleted and preserved the affordability of 50 residential units occupied by low or moderate income families, reaching a total of 440 units deleted through the Lead-Safe Cambridge (LSC) program since the program began in FY95. Completed research project on lead in soil with Edenspace and Harvard University Graduate School of Design, and published research article regarding LSC Program in American Journal of Public Health (December 2001). Provided information and education to 10,000 individuals through outreach activities.

Conservation Commission

Sarah MacLennan • 238 Broadway, Cambridge • 617.349.4680

The Conservation Commission's purpose is to protect and enhance the city's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities.

The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting, and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply.

The Commission regularly provides technical assistance to other City departments on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 12 community gardens which serve approximately 500 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Advisory Board. This Committee was established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.
- Continued development of the "Cambridge Wetlands and Floodplain Conservation Ordinance." The aim of the Ordinance is to enhance protection of Cambridge's most sensitive environmental resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, and the wetlands, floodplains and habitats bordering these water resources.
- Oversaw the performance of the City's consultants in revising the "1989 Cambridge Wetlands Update: Identification, Classification, and Evaluation." The Commission worked with other City departments and the City's consultants to develop a complete and comprehensive inventory, assessment and mapping of all wetland resource areas in Cambridge, and to record



Pictured are Bonnie Solomon and Lisa Sjostrom, participants of the Sacramento Street Community Garden established in 1974 in alliance with the Cambridge Conservation Commission

the data collected in a user-friendly GIS format for use by City departments and on the City's Web site.

- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission works with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River "fishable and swimmable" by 2005. In the Alewife Brook watershed, the Commission worked with the DPW, Tufts University, Mystic River Watershed Association, Friends of Alewife, and others in preparation of grant proposals aimed at planning and implementing new water quality and stormwater management projects.
- Served on the Cambridge Watershed Advisory Committee with representatives from the Cambridge Water Department and the towns of Lincoln, Lexington, Weston and Waltham. The purpose of the Committee is to ensure the availability and quality of public water supplies in the watershed through monitoring of development projects and preservation of important natural resources.
- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- Educated other City Departments about the Conservation Commission's permitting process and requirements.

Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.439.6150

A division of the License Commission, the Consumers' Council works in cooperation with the Attorney General's Office to mediate individual consumer/business disputes in an effort to eliminate the need for either party to go to court to resolve the conflict. The Council also provides educational information to consumers and watches trends in the marketplace, making suggestions as feasible for new and amended legislation to better protect consumers. The Consumers' Council continues to be a leader on both the state and national consumer scene through the Executive Director's involvement with the Massachusetts Consumers' Coalition, the Consumer Federation of America and the National Association of Consumer Agency Administrators. The resources offered by these organizations add to the ability of the Council staff to serve Cambridge consumers effectively.

Highlights and Accomplishments:

- Maintained office hours as needed at the City-wide Senior Center to review Cable TV bills for accuracy, answer Cable TV questions and additional inquiries about other consumer issues. Posted extensive information on the Consumer's Council Web Page

about Cable TV questions.

- Offered information and advice to thousands of consumers via telephone, through the mail and via web. Provided extensive resource information and links through the Consumers' Council web page: <http://www.ci.cambridge.ma.us/~Consumer/>.
- Re-designed the Consumers' Council Web Page and posted new educational articles and links to other web sites of benefit to Cambridge consumers.
- Developed a new brochure for consumers called, "Consumer's Guide to Wise Credit Card Use" and worked with state consumer agencies to develop a day-long conference for direct service providers for National Consumers' Week called Good Practices for Challenging Times.
- Staff and interns from area colleges and law schools handled 305 written consumer complaints, resulting in \$142,000 in refunds or savings for consumers in disputes resolved with a financial outcome. The staff referred only 15 complaints to Small Claims Court for final resolution.

Election Commission

Teresa Neighbor, Director • 51 Inman St., Cambridge • 617.349.4361

The Cambridge Board of Election Commissioners is a four-person board, with two members from each of the major political parties. It was created by the Acts of 1921, Chapter 239, to conduct voter registration, administer and supervise all elections, conduct the annual census, and certify nomination signatures on nomination papers, petitions, and ballot questions. The role of the Election Commission was expanded in 1987 to include administration of laws governing campaign and political finance reporting. In 1991, it was also assigned responsibility for administering and enforcing the City's Ethics Ordinance.

Highlights and Accomplishments

- Conducted first hand recount of computerized Proportional Representation Election for School Committee from November 26 to December 10, 2001, confirming results of the original count.
- Administered 2001 Municipal Election for City Council, School Committee, and Ballot Question (adoption of Community Preservation Act).
- Produced for the first time on Election Night unofficial results for City Council and School Committee.
- Expanded training for poll workers to ensure access

and non-discriminatory treatment of voters with disabilities.

- Monitored polling places to ensure accessibility to voters with disabilities and to implement remedies where necessary.
- Promoted voter education through mailing of ballot question information, specimen ballots, and Proportional Representation Brochure to all voter households prior to Election.
- Increased signage throughout city to raise public awareness of voter registration and Election Day.
- Processed 7,215 voter registration affidavits in FY02.
- Established polling places for redistricted 33 new precincts resulting from the redistricting.
- Worked with MIS to develop on-line maps of precincts for public distribution.
- Conducted Annual City Census and produced 2002 Annual Street Listing. Mailed individual forms to selected multi-unit households to improve quality of response.

Electrical

George Fernandes, City Electrician • 100 Smith Place, Cambridge • 617.349.4925

The Electrical Department, which includes the administration, electrical services and exterior lighting divisions, oversees street lighting and the City's fire alarm system; provides electrical maintenance and construction services to all municipal buildings; and provides lighting to all parks and outdoor recreational services. The department also installs and repairs City communications systems (including fiber cable networks) and oversees the installation of cables, conduits and equipment by utilities and other contractors.

Highlights and Accomplishments

- Inspected utility construction projects associated with telecommunication services and electrical distribution by private contractors and public utilities.
- Continued work on the City Fiber Network to provide connectivity as needed for additional links to the new Fitzgerald School, Water Treatment Plant and the new North Cambridge Library.
- Installed a new emergency call box system to provide access to the public for Police, Fire and Medical services. The call boxes have been installed in several

parks, which include Reverend Williams Park, Danehy Park, Corporal Burns, Fresh Pond Reservation, Paine Park, King School Tot Lot, Linear Park, Russell Field, St Peter's Park and Burgin Park.

- Installed lighting in the renovated Paine Park, Burgin Park and King School Tot Lot.
- Coordinated electrical power and sound equipment for City events and installed hundreds of miniature lights at City buildings during the holidays.

Upgraded existing street lighting in various locations and installed new lighting on parts of Sidney street, Pacific Street, Osborn Street and part of Albany Street.

Installed equipment to upgrade security systems in City buildings. This will improve response by the Police to automated alarms by identifying the actual location of the alarm within the building.

Installed wiring and lighting for renovations to offices at City Hall, 51 Inman Street and Public Works.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 55,000 calls and alarms per year for emergency service and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources as needed. ECC staff also answer over 200,000 police and fire business calls from non-emergency callers, many of these involving important quality-of-life issues related to noise, traffic, lost property, and after-hours City information.

The Department additionally coordinates the automation of dispatching, police information and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.

Dispatchers in the ECC performed thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also assist in tests of fire box alarms and circuits; make special notifications of supporting city, state and federal agencies; and handle over 2,500 towed vehicle reports.

Highlights and Accomplishments

- Answered over 43,000 911 calls.
- Helped coordinate the City's response to the security requirements of the post 9/11 era and managed the response to 225 "white powder" incidents.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and helped program and start up a Web-based Fire Records management system.
- Managed tactical communications for major City events including Head of the Charles, the Fourth of July, and special dignitary visits.
- Created a new dispatcher testing, selection, and on-the-job training program that generated 142 dispatcher candidates. Trained five senior dispatchers.
- Replaced the remaining half of the inventory of old radios with modern portable and mobile radios.
- Installed equipment to monitor new emergency 911 call boxes placed in various parks and public spaces throughout the city.

Emergency Management

David O'Connor, Director • 147 Hampshire St. • 617.349.4842

The Cambridge Emergency Management Department is the primary agency in Cambridge charged with planning for disasters and coordinating response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters. The Emergency Management

Department prepares contingency plans for natural disasters and technological hazards. The department works closely with other City departments and with voluntary agencies such as the American Red Cross to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- Following September 11, 2001, the department provided information to Cambridge residents concerning terrorism

and ways to prepare for possible consequences of terrorism.

- Maintained and updated the department's web page at www.ci.cambridge.ma.us/~EM with emergency preparedness information and links to other resources and agencies that provide information on specific hazards. Also included on this web page is information on disasters occurring outside of Cambridge that could impact residents.

- Cambridge is home to a number of companies and institutions that present a wide variety of hazards, most of which, are relatively small in scale, but remarkably diverse. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. Facilities with sufficient quantities of hazardous materials are required to report chemical inventories according to the provisions of Title III of the Superfund Amendment and Reauthorization Act (SARA).

- The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department with other City departments. This computer system contains a database of the SARA inventories and material safety data sheets based upon CAMEO software, which locates hazards, resources and special risk populations such as schools, hospitals and day-care centers on a computer map. The Emergency Management Department uses the CAMEO system to enter the chemical inventory data received from facili-

ties and then transfers the data to other departments.

- Emergency Management also works with other departments to plan for public safety at major annual events such as the Fourth of July and the Head of the Charles Regatta, which draw large crowds to Cambridge.

- Cambridge Auxiliary Fire Department (CAFD) had 19 members who are supervised and trained by the Cambridge Fire Department. CAFD operates a pumper that was converted for use as a lighting plant and equipped with a 15,000 Watt electrical generator that entered full service in the Fall of 1993. In FY02, a former Cambridge Fire Department truck was converted to a lighting plant using the generator set and other equipment from the old vehicle. It was in service in early fall of 2001. During the past year, CAFD responded to several multiple alarm fires in Cambridge and nearby cities and towns. CAFD also operates a converted ambulance, which is utilized as a rehabilitation van at the scene of major fires.

- The Emergency Management and Police departments are jointly responsible for managing the Cambridge Auxiliary Police Department. Volunteer officers are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties.

- Because of the increased concern over potential terrorist acts, there was increased planning and preparedness for special events this past year. The Head of the Charles Regatta draws large crowds to Cambridge from all over the world. The department organized a Unified Command Center for the Head of the Charles at the City of Cambridge Emergency Operations Center, which included participation by city, state and federal public safety agencies. For the Fourth of July, which draws large crowd to both the Cambridge and Boston sides of the Charles River, the department participated in a Unified Command Center for the event which was located in Boston and which involved participation from many federal, state and local agencies.

- The Director of the Cambridge Emergency Management Department continued assisting the Massachusetts Emergency Management Agency Region I staff, in training exercises for the hazards presented by Seabrook Station. This assists the MEMA staff, while providing extensive free training for the Director in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA.

- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. They use 2meter along with HF and 6m. Amateur radio to provide an emergency link to state agencies, which would be available in the event of telecommunications failure.



Pictured (l to r): Boston Emergency Management Director Bob Calabrisi, State Police Major Kathy Stefani and Cambridge Emergency Management Director David O'Connor.

Finance

Louis DePasquale, Assistant City Manager for Fiscal Affairs • City Hall • 617.349.4220

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. Though the Finance Department oversees the Budget, Assessing, Purchasing, Management Information Systems, Personnel and Auditing functions, these departments are located alphabetically in this annual report and include separate overviews and highlights.

The Administration, Revenue and Treasury Divisions, which also fall under the management of the Finance Department, are included below:

Administration

The Administration Division provides leadership to the operating divisions of the Department and coordinates with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds and of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

Revenue

The Revenue Division is responsible for collecting and recording all of the City's receivables in a timely and accurate manner and providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues more than 250,000 bills and notices and processes over \$250 million in receipts. The office files for title accounts and works with the Law Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

Treasury

The Treasury Division is comprised of two cost centers: Cash Management and Payroll.

Cash Management is responsible for all of the City's banking, including the banking services contract; identification of all wire transfers into City bank accounts; investment of City cash; management of the City's trust funds; reconciliation of all cash; timely payment of all debt service obligations; and prompt payment of all approved obligations to vendors and contractors.

Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. It is also responsible for: paying federal, state and medicare withholding spending arrangements; health and life insurance; deferred compensation; retirement; MBTA pass purchases; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes over 10,000 W2s and 1099s.

Highlights and Accomplishments

- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of nine cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Continued to maintain and upgrade the financial system for purchasing accounts payable and the general ledger for the City and School Department.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 17th consecutive year.
- Issued \$32,630,000 in General Obligation Bonds to finance various projects throughout the City as well as \$1,246,415 in loans from the Massachusetts Water Resources Authority to finance several sewer reconstruction projects and a portion of the new water treatment plant.



Finance Staff brainstorming on marketing efforts for the City's Scholarship Program.

Fire

Gerald Reardon, Fire Chief • 491 Broadway, Cambridge • 617.349.4900

While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely populated city in the country, the Department's area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. The Fire Department's motto is: "Our Family Helping Your Family."

Highlights and Accomplishments



The Fire Department obtained a 25-foot Boston Whaler this past year, donated by the Massachusetts Environmental Police. The boat will better allow the department to support numerous annual events on the river and respond to water-related emergencies.
Photo: Brian P. Higgins, CFD

phase of radio upgrades that will allow a system-wide enhancement to the citywide 800mhz trunked radio platform. The new radios operate on a newer software platform than the previous radios that were placed in service in September 1988.

- Replaced Ladder Company 4 with a 2002 Pierce 105 foot rear mount aerial ladder at the Taylor Square station at Garden and Sherman Streets. The present Ladder 4, a 1989 Maxim, will become spare Ladder 5.

- Replaced Ladder Company 2 with a 2002 Pierce 95 foot aerial tower at the East Cambridge station. This particular vehicle adds significant capabilities for high-rise building rescue operations.

- The present Ladder 2, a 1986 Sutphen, has been traded to the manufacturer.

- Replaced Engine Company 2 with a 2002 Pierce 1250 GPM pump at the Lafayette Square station

- Added a 25-foot Boston Whaler boat received as surplus property from the Massachusetts Environmental Police to the department's fleet. The boat was refurbished at the fire department shops and equipped with a fire pump and remote deck gun. This will add firefighting capabilities, as well as enhance water rescue operations and add environmental spill containment capabilities.

- Hired 11 new recruit firefighters who attended the 12-week Basic Firefighters Recruit Firefighting program at the Massachusetts Fire Academy in Stow, Massachusetts. These new members are now nationally certified Firefighters I/II.

- Acquired through competitive bid a temporary Fire station location at 100 Smith Place to house Engine 8, and Ladder 4 for use while the Taylor Square Fire Station is undergoing rehabilitation.

- Retained an architect through a designer selection process and developed specifications, plans, and overall design for the rehabilitation process of Taylor Square Fire Station. It is hoped that this will allow for bid specifications and contract awards in early fall 2002.

Cambridge Fire Department Divisions

Fire Suppression

Situated on the front lines of fire fighting, this division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This Division also conducts annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

Fire Prevention

This division strives to prevent hostile fires from erupting in Cambridge. By educating building owners, shopkeepers, and other members of the public in fire safety, this Division provides an invaluable public safety service. The Fire Prevention Division also protects the public by enforcing high rise sprinkler laws, and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes, and theaters.

Training Division

This division's goal is to field the best-trained firefighters possible, and to ensure that members of the Department carry out duties in a safe and responsible manner. This Division provides firefighters with CPR, defibrillator, EMS, and other training opportuni-

Fire

Page 2 of Fire

ties, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division's responsibilities.

SARA Office

Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe storage and use of hazardous materials. In addition to providing hazardous material storage and incident mitigation training, the SARA office conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. The SARA office also coordinates the Local Emergency Planning Committee (LEPC), which assures that various city, regional and state public safety organizations respond to emergencies in a coordinated manner. The City of Cambridge is one of only three cities in the Commonwealth of Massachusetts with a certified LEPC.

Technical Services

This division ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing the Fire Department's equipment and buildings, to procuring and repairing communication equipment for all City departments. The division also supplies the mechanics that provide high quality repair to fire equipment, and prepares specifications for renovations and major system repairs to Fire Department buildings.



Firefighter Jimmy Deroga, Ladder 3 ventilates the smoke in a fire at an art gallery at Norfolk and Broadway to enable firefighters to make an interior attack. Photo: Brian P. Higgins, CFD



Firefighters performed a delicate rescue operation to save a bird that was trapped on some very thin ice on the Charles River. Photo Credit: Brian P. Higgins, CFD.



Cambridge Firefighters responded to a single car rollover accident on Route 2 due to snowy conditions. The incident involved a single occupant who was extricated from the vehicle via the "jaws of life," treated at the scene and transported to Boston Trauma Center. Photo: Brian P. Higgins, CFD

Historical Commission

Charles Sullivan, Director • 831 Massachusetts Ave., Cambridge • 617.349.4683

Established in 1963, the Cambridge Historical Commission (CHC) administers one of the oldest and most extensive historic preservation programs in the country, protecting more than 3,000 buildings in two historic districts, five neighborhood conservation districts, and 22 individual landmarks. The staff provides administrative oversight and supports the regulatory activities of the citywide Cambridge Historical Commission and four neighborhood commissions, all of which are volunteer boards made up of Cambridge citizens. In FY02, the commissions reviewed applications for work at over 300 designated properties. The CHC reviews demolition applications for buildings over 50 years old that are not in designated districts, and can delay demolition of significant buildings in an attempt to find a preservation alternative; fifty such applications were reviewed in FY02. The CHC also manages restoration projects in historic public areas, such as Longfellow Park, the Old Burying Ground, and the Revolutionary-era Fort Washington, and maintains monuments such as the bronze statues on and near Cambridge Common.

Many of the Commission's activities support its broad mission to preserve the diversity of Cambridge's built environment and disseminate information about the architectural and social history of Cambridge. Every day CHC staff meet with property owners, developers, and local groups to explore historic preservation options and offer technical advice on building issues and historic paint colors. Three Preservation Grants between \$2,000 and \$5,000 were awarded to low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge homes.

In October 2001, the Commission celebrated the Community Development Department's Cambridge Street Façade Improvement Program and participating property owners. The following May, 12 exceptional historic preservation, restoration, and renovation projects were honored at the annual Historic Preservation Recognition Program.

In FY02, staff members developed and presented over 100 educational and informational programs to almost 4,700 children and adults. The staff assisted over 400 visitors, ranging from academic researchers and amateur genealogists to Cambridge homeowners interested in the history of their own properties, and responded to almost 2,000 telephone, mail, and e-mail inquiries. The Commission's web site, which includes administrative, preservation, and historic information, continues to rank among the top City departments for the number of on-line visitors. The Commission's publication program has expanded to include neighborhood oral histories. An oral history of Central Square was published in November 2001; the newest project focuses on East Cambridge.

Highlights and Accomplishments

- Completed design review and supervised restoration of St. John's Chapel at the Episcopal Divinity School (1870), the Cambridge 1 building at 27 Church Street (1922), and the former Harvard Trust Company bank at 1408-1414 Massachusetts Avenue (1956). All are located in designated districts.
- Revitalized the Half Crown Neighborhood Conservation District Commission, the city's oldest, with new appointments to the board and a tour of gardens in the district.
- Organized training for historical and neighborhood conservation district commission members on preservation law, due process, design review, and conflict of interest.
- Created newsletters to be distributed periodically to residents in the NCDs. The newsletters include case updates and critical neighborhood issues.
- Continued the ongoing restoration of Longfellow Park. The walkways have been replaced; iron work and Mount Auburn Street fence repaired and painted; Longfellow bust restored; existing trees pruned and new flowering dogwood and red maple trees planted; masonry in upper park repaired and reinforced; and railings installed at both flights of steps.
- Completed the first phase of restoration of the City Hall portrait collection. The collection comprises 12 oil portraits of mayors and other City officials that date from the 1870s to the 1920s.
- Published *Crossroads: Stories of Central Square, Cambridge, Massachusetts, 1912-2000*. The illustrated book examines Central Square in a historical essay and through the personal remembrances of residents, storeowners, and shoppers from a variety of ethnic and racial backgrounds.
- Reprinted, for the third time, the Commission's popular guide to historic paint colors, *Painting Historic Exteriors*. A grant from the Cambridge Heritage Trust funded the reprinting.
- Awarded the contract for fabrication and installation of 16 historic markers at North Cambridge sites and Fort Washington.
- Created a new planning tool, a GIS map of properties listed on the National Register of Historic Places (NRHP).
- Oversaw an in-depth study of records management and archives practices of the municipal administration. A consultant interviewed department heads, visited records and archives storage at sites throughout the city, and surveyed practices in other cities. The consultant's final report recommended a coordinated archives and records management program that will both enhance municipal management practices and become the foundation for a centralized historical resource.

Human Rights Commission

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission's (CHRC) mission is to enforce local, state and federal laws, which prohibit discrimination in Cambridge. The Commission is empowered to receive, investigate, mediate, and adjudicate complaints of discrimination in housing, employment, education and public accommodation as well as Civil Rights Act violations. It also strives to educate the public about their rights and responsibilities under the law.

Highlights and Accomplishments:

- In partnership with the Fair Housing Committee, the Commission sponsored its annual Fair Housing Month Celebration in April. Approximately 150 students from grades 6th to 8th from four Cambridge Schools participated in the essay and poster contest this year. Various Cambridge business establishments collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Council of Realtors, and several local businesses donated money, certificates of savings bonds, and gift certificates toward the awards and prizes for the winners.
- Received significant annual funding from the U.S. Department of Housing and Urban Development's (HUD) Fair Housing Assistance Programs, for enforcement work, education, outreach, and training programs.
- For the first time since the inception of the Commission, received a one-year grant from HUD, Fair Housing Initiative Programs, to develop and implement an aggressive outreach plan for the Commission. As a result, a Curriculum Developer and an Education and Outreach Coordinator were hired. The new hires are working collaboratively with various City agencies and Cambridge Public Schools for various outreach projects.
- Received additional funding from HUD, Partnership Initiative Programs, to strengthen the Commission's Internet capabilities and outreach materials.
- Entered into a new one-year memorandum of understanding with the Massachusetts Commission Against Discrimination (MCAD) to streamline case processing and adjudication.
- Developed a five-year strategic plan for the Commission aiming at increasing its visibility and enforcement effort. In this first year, all informational materials such as brochures, leaflets, and quarterly newsletters have been revised and translated into various languages predominantly used in Cambridge.
- Established a full and diverse Board of Commissioners. Of the current 11 Commissioners, five are attorneys and the other six are professionals possessing skills and knowledge in Civil Rights work.
- Collaborated with the City's Human Services Department, Commission for Persons with Disabilities in amending, clarifying, and strengthening those sections relating to disability issues of the Human Rights Ordinance.
- Collaborated with the City's Personnel Department and the Women's Commission in providing regular training on sexual harassment issues to new hires.
- Collaborated with the Boston Fair Housing Center in various projects aimed at strengthening Fair Housing laws and investigative practices.
- Continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop proactive and reactive means.
- In an effort to assist the Massachusetts Commission Against Discrimination (MCAD) with its outreach, continued to meet with public officials and concerned citizen groups from various municipalities to stress the importance of, and to advocate for, having local anti-discrimination ordinances and human rights commissions using the success of the CHRC as a model.



- Continued implementing mediation as a component of the Commission's enforcement mission. All formal complaints under the Commission's investigation are subject to an attempt of mediation at some point before a determination on the merit of the case is made. Since its implementation, over 30 percent of cases were amicably mediated before a finding was made.

- Participated in a television program on racism.

Human Services

Jill Herold, Assistant City Manager for Human Services • 51 Inman St, Cambridge • 617.349.6200



Peabody Community School sailors at the Hull Lifesaving Museum.

The Department of Human Service Programs (DHSP) provides a wide range of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council, and ultimately, the residents of Cambridge. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged children to homeless families, from non-profit organizations to local employers. Residents participate in the work of the department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces, and committees, as well as consumers of services.

DHSP services provided directly to the community include:

- Neighborhood-based educational and enrichment programs for children and adults
- Recreation programs for children and adults
- Services to and programs for seniors
- Youth programs
- Fuel assistance
- Substance abuse prevention programs
- Job preparation and matching
- Classes for Adult Basic Education, literacy, and English for Speakers of Other Languages
- Housing search and casework services to homeless and at-risk individuals and families
- Haitian services
- Pre-school and after-school childcare and family support programs

In addition, the department brings non-profit and community-based organizations together for planning, coordination, and technical assistance, funding many of these agencies through service contracts. During the past year, DHSP joined with others in the community to examine major issues and to develop effective programmatic responses. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and worked closely with the School Department on implementing extended day programming to meet the needs of Cambridge students and their families.

Highlights and Accomplishments

- Served 79,839 meals in 32 sites throughout the city during the Summer Food Service Program.
- Expanded usage of the Senior Center Food Pantry by seniors of various ethnic and cultural backgrounds through targeted outreach designed to overcome cultural barriers.
- Provided literacy services to homeless adults

through computer, math and individualized reading classes.

- Increased employment and referral services to public housing tenants through collaboration between the Cambridge Housing Authority and the Cambridge Employment Program.
- Expanded a workplace education program to provide English as a Second Language classes to employees in the Harvard Square Business area.
- Provided fuel assistance to over 800 income eligible Cambridge residents to help them pay for the cost of winter heating.
- Through training and professional development, enhanced the capacity of out of school time staff at the Gately Youth Center and Fitzgerald School to incorporate children with significant special needs into existing programs.
- With the School Department, implemented and evaluated the pilot Harrington Extended Day Program, providing children with academic support and enrichment activities and providing English for Speakers of other Language classes for parents.

DHSP Divisions and Programs Overviews and Highlights

Office of Workforce Development

The Office of Workforce Development is charged with expanding employment and training opportunities for Cambridge adult and youth residents and assessing and responding to the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them.

The Office streamlines access to information about employment and training resources; coordinates service delivery through collaborative planning and program development; and creates opportunities for



Participants in the Neighborhood Service Project, a collaboration between the Office of Workforce Development and Youth Programs.

Human Services

Page 2 of Human Services

youth and adult residents to develop career pathways.

- Through the Cambridge Employment Program, placed 144 residents in jobs or education and training programs.
- Convened the Cambridge Adult Employment Alliance, which brought STRIVE'S unique brand of soft skills and job readiness training to 19 Cambridge residents.
- Worked closely with community partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site.
- Managed contracts with local community-based organizations for employment and training services (including Just-A-Start's Biomedical Training Program) and oversaw construction monitoring to ensure compliance under the Cambridge Employment Plan Ordinance and First Source hiring agreements.
- Through the Mayor's Summer Youth Employment Program, served 572 youth providing them with summer jobs and increasing participants' skills and employability by expanding career/college readiness activities.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City attempts to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- Began data collection for an on-line health and human services information and referral database.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of funds that flow through the Division to community agencies. Among the contracted services are: Youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and



King School Age Childcare students experiencing nature at Georges Island.

persons with disabilities. During the past year, the Division administered more than \$2.5 million dollars in federal, state and other grants to provide these services.

- Assisted in special planning efforts, including a home delivery program for residents who had difficulty accessing food pantries.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct case-work and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men and women in partnership with the YWCA and YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 497 individuals in temporary or permanent housing.
- Helped 230 individuals and 297 families maintain their current housing.
- Assisted 99 families in locating new housing.



city of cambridge



Danehy Park Family Day

september 2001



Each year, thousands of Cambridge families gather for this annual event filled with live music, children's amusement rides, arts and crafts, demonstrations, kite flying, T-shirts and free hot dogs and sodas.

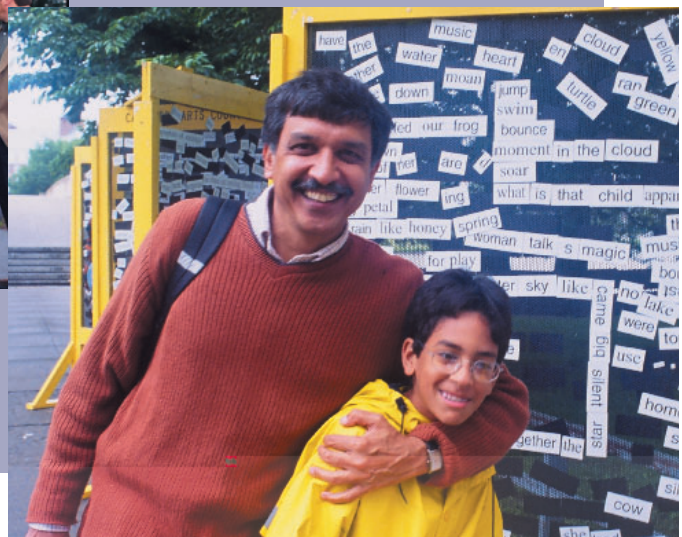


Cambridge River Festival 2002

rhythm rhyme

(clockwise from upper left...)

1. Characters from Puppeteers Cooperative engage young CRF audience members.
2. The River Festival Poster.
3. Artist displays wood carvings from Africa.
4. Father and son have fun with CRF Magnetic Poetry Wall.
5. Adam "The Oragami Guy" displays his skill at creating animals and objects from paper.



Human Services

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and substance abuse education to health care professionals.

- The Coalition used a science-based Life Skills Training curriculum for work in the Cambridge Public School middle grades.
- Pioneered a successful server-training program for alcohol servers and sellers.

Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with other City departments. Other ADA efforts include facilitating requests for reasonable accommodation from City employees and supervisors, educating Cambridge businesses about their ADA obligations, and providing technical assistance to both the public and private sectors.

- Provided technical assistance and over 113 training sessions to City departments and staff.
- Responded to over 1,450 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program, and the Recycling Bin Carrier and Exemption programs.

The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive, local response to the needs of Cambridge children and their families. It is comprised of parents, community members, top City officials, and representatives of universities, businesses, philanthropic and community organizations. Currently, the major undertaking of the Kids' Council is the Agenda for Children, an initiative that brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to promote the well being of our city's children. The Council oversaw the implementation of action plans to achieve the Agenda for Children ini-

tiative's two priority goals: 1) Children and their families will be able to read; and 2) Children and youth will have access to supervised activities in nurturing and safe environments at all times. The Kids' Council also continued to oversee the community engagement program, designed to strengthen community agencies' ability to engage families in working on these goals.

- Through the Agenda for Children Literacy Initiative, over 500 families were reached through a language development campaign, reading parties, parent child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, over 40 Out of School time Programs participated in a Resource Partnership to enhance professional development and quality improvement utilizing National School Age Care Alliance Standards.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 13 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, three extended day programs with the School Department, and full-day summer and vacation camps. Community Schools runs programs such as Summer Arts in the Park, cultural and social family events, including children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge.

- Over 1,000 classes were offered for children and adults along with numerous family and senior trips.
- Offered 52 Arts in the Park events and three performances in conjunction with the Arts Council.
- Served over 850 children through summer camps (with 40 percent receiving tuition assistance) and collaborated with the School Department to incorporate summer academics in four camps and to provide extended day camps for two summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 9th successful Night Out Against Crime, attracting more than 2,000 participants.

Youth Programs

The Cambridge Youth Program serves pre-teens and teens at five youth centers. The program strives to enrich the lives of youth (ages 9 to 19) by promoting

Human Services

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leadership skills, providing academic support, recreational activities, and by providing a safe and fun place to grow. Programs are delivered through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available to provide direct service, enrichment activities and mentorship to youth. The centers run pre-teen programs five afternoons per week, a Saturday service-learning program for pre-teens, and teen programs in the evenings.

- Successfully completed licensing through the Office of Child Care Services for the pre-teen leadership program, adapting the model to the changing needs of the community.
- Addressing the needs of older teens, expanded the "Leaders in Action" program for 16-18 year olds, focused on leadership development, career awareness and community service, and piloted a new evening teen program model.
- Expanded parent and community volunteer participation in the youth centers and worked with a Citywide Advisory Board to enhance youth center programs.

Positive Edge

Positive Edge is a youth outreach and advocacy program established in 1993 in response to the increase of violence involving young people in the city. The program focuses on at-risk youth not reached through conventional efforts. Positive Edge also builds collaborations with City departments, neighborhood groups, local community agencies, churches and health centers. Youth advocates are trained to deal with youth one-on-one and to link them with much needed services. At the end of the fiscal year, oversight of this program, previously under the Executive Department, was shifted to the Youth Programs Division of DHSP to facilitate program linkages.

Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of city-wide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and man-

agement of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and city-wide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors children's activities at neighborhood parks and playgrounds and the Gold Star Pool, as well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs.

- Completed expansion of recreational opportunities at Danehy Park with the addition of a new upgraded 400-meter running track as well as systematic improvements to the extensively used fields to ensure quality playing surfaces.
- Successfully managed the 15th annual CityRun road race, which attracted over 700 participants and raised \$16,000 for the Friends of Cambridge Athletics.
- Sponsored 175 youth and 55 adult recreation and swimming classes.

Thomas P. O'Neill, Jr./Fresh Pond Golf Course

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course will be implementing the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which will result in the establishment of buffer zones to expand, protect and enhance its natural areas.

- Over 56,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 50 youth this year.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.
- In conjunction with the Massachusetts Golf Association and Harvard University, staff offered a weekly off-season youth golf lesson program.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of sen-



Students from Program for Individuals with Special Needs at Tennis Clinic sponsored by Cambridge Tennis Club.

Human Services



Children engaged in an art project at the Fitzgerald Community School Camp.

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iors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. At the City-Wide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Substance Abuse Services for Seniors (SASS) program, for example, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle bus that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's group, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical well-being. Groups of seniors from diverse ethnic backgrounds, including Asian, Haitian, Russian, Latino and African American, meet regularly at the Senior Center. To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a city-wide Advisory Committee meets regularly with staff and provides input.

- Provided over 3,000 information and referral services to seniors.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 400 seniors.
- Sponsored several informational sessions for

seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.

- Expanded weekend programs, including yoga and piano classes on Saturdays, in addition to being open on weekends for meals and casual drop in.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received almost 5,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 35,000 individual meals were served last year.

Child-Care and Family Support Services

The Child-Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child-Care Services licensed childcare programs. School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school day curriculum. Programs are located at the Fletcher-Maynard, Morse, Fitzgerald Schools, King and the Graham and Parks Schools.

The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Pre-School programs are located at the Haggerty, King, Longfellow, Morse, Fitzgerald and Kennedy Schools.

Inclusionary practices are strongly supported through collaboration with the Office of Special Education of the Cambridge School Department.

- Served approximately 300 children daily, more than half of whom received full or partial subsidies or scholarships through the state or the City.



Young readers learning at the Fitzgerald Pre-school.

Human Services

Center For Families

The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in the Fitzgerald School Community wing. An elected Community Advisory Council representing the North Cambridge neighborhood provides guidance to the program. The Director of the Center is supported by funds equally from the Cambridge Health Alliance, the School Department and the City. Operating costs are supported primarily by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund. The Center for Families is one of the first of 12 family centers to be nationally certified in recognition of the role it plays in strengthening families.

- Provided information and assistance on finding resources to over 80 families.
- Provided parent education and support groups to more than 137 families.
- Provided drop-in playtime for 110 families.

Community Learning Center

The Community Learning Center (CLC) provides Adult Basic Education classes in the following areas: English for Speakers of Other Languages; citizenship preparation; reading, writing and math literacy; GED preparation; the Adult Diploma Program and the Pre-College Bridge Program.

The core program includes seven levels of English for Speakers of Other Languages classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed.



Adult learners in an English for Speakers of Other Language Class at the Community Learning Center.

Students can also learn basic computer operations, and practice their English, reading, writing and math skills on a computer.

Of the students served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to also provide family literacy programs, outreach and classes for special populations including the homeless, public housing residents and welfare recipients, teacher training, workplace education and the development of public health and civic education curricula.

- Provided adult basic education classes to more than 1,100 adults.

Inspectional Services

Robert Bersani, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is primarily responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. These responsibilities include the administration and enforcement of the Building, Electrical, Plumbing/Gas, and Mechanical Codes together with articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and daycare and recreational day camp inspections. In addition, a major and highly visible function of the Department is the enforcement of the Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals (BZA).

Highlights and Accomplishments

- Despite the general downward trend in the economy, the generation of historically high levels of revenue from building permits and related fees continued reflecting the high level of construction activity taking place in the city.
- Regular meetings with representatives of the License Commission, Traffic, Planning and Transportation Department and the PTDM (Parking and Transportation Demand Management) Planning Officer were initiated in order to analyze zoning and related issues in connection with complex development projects.
- The ISD web page was enhanced with information on obtaining permit applications and related forms on-line.
- Several new permitting and administrative procedures were implemented within ISD including permitting provisions for irrigation wells and procedures for restaurant closures.
- Improved coordination with the Cambridge Health Alliance through membership on the Health Policy Board (Public Health Subcommittee).

Law Department

Donald A. Drisdell, City Solicitor • City Hall • 617.349.4121

Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies. It currently employs eight full-time attorneys, one part-time attorney, an office manager, one administrative assistant, one clerk-typist and a part-time investigator.

The department functions as a full-time law office, handling nearly all of the City's litigation in-house. In addition to this primary litigation function, attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

Highlights and Accomplishments

- Continued primary function of handling nearly all of the City's litigation in-house.
- Continued outreach and training to departments on legal issues affecting duties they perform and measures to improve risk analysis and control.
- Focused significant resources on analysis, review, and advice on:
 - Election redistricting
 - Proposed zoning amendments
 - Housing matters, including preservation of long-term affordability for expiring use buildings
 - Public Works projects, including sewer and storm drain separation and development of a siting policy for utilities
 - Environmental review and analysis of many projects
 - Cable television franchise matters, including existing license transfer and compliance
 - Vehicle traffic issues, including truck regulations, and traffic mitigation measures relating to development
 - Advising City officials on legal issues relating to public construction projects

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

The Trustees and staff of the Cambridge Public Library (CPL) hope that:

“Cambridge, a diverse community of active citizens, proud of its past, hopeful of its future, envisions its public library as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic traditions from which our city, our country and our people have so greatly benefited.”

Staff members, dedicated trustees, valued volunteers, and our esteemed library users play their unique role in making that vision a reality for every member of our community. It is a lofty vision but one that is worthy of our exceptional city.

On September 11, 2001, the world turned upside down and changed forever. Following this devastating tragedy, the library worked to provide much needed information and services to help people cope with their grief and shock. Within hours of the bombing, the library posted on its web site a list of resources and books dealing with the subjects of grief and bereavement. In the days that followed, many people came into the library to use our Internet connection to contact loved ones in N.Y. and Washington, D.C and to access out-of-state and international news coverage. Within days, the library had also developed a second resource list on the topics of religion, politics, and terrorism. The list and a

series of public forums, entitled “Beyond Rhetoric and Retaliation” attempted to give our community a context, and a better understanding of what had happened. New reference sources were added to the collection, including Oxford Encyclopedia of Modern Islam, Historic Dictionary of Islamic Fundamentalist Movements in the Arab World, Encyclopedia of Terrorism, as well as Microbes and People.



Kids of all ages enjoy equipment demonstrations at the Main Library during National Public Works Week.

The CPL prides itself on being quickly responsive to the needs of Cambridge residents, as well as on the quality of individual customer service we are able to offer to our users. The constantly increasing volume of our interactions and services, in both one-on-one and group situations demonstrates how those with needs are turning to the library for assistance.

CPL by the Numbers in FY02:

- Library use increased by 8%
- 998,331 library materials were loaned out (670,085 adults and 328,246 children's)
- Library staff checked out an average of 62 items per hour
- 355,347 questions answered in person, by telephone, mail or by Internet
- 41,134 new books, cd's, videos, tapes, and other materials were added to the collection - a 13% increase
- 51,181 cardholders
- 7,447 specially reserved loans, including 37,136 items secured from other libraries - an 8% increase
- 76,659 public computer sessions - a 24% increase
- 5,427 persons used computers at the new Rotary Technology Learning Center - a 23% increase
- 2,812 programs presented to 69,975 attendees
- 52,485 children's books checked out during the summer reading program

Highlights and Accomplishments

- Over 400 children and their families test drove “big trucks” at the Main Library to celebrate Public Works Week, a joint venture between the Library and the Department of Public Works.
- The Central Square Branch was honored as CCTV's Organization of the Year.
- In collaboration with the Writers of Color Workshop, the Library published, *Life in Our Own Words*, a collection of poems and short stories.
- The Central Square Literacy Project published *Looking Back, Looking Ahead, Living Today*, a collection of student writing. This publication was funded by donations made in memory of Pauline Kramer, co-founder of the Harvard Book Store.
- The Central Square Branch, in collaboration with Harvard University and the Cambridge Center for Adult Education, hosted the 1st Cambridge Latino Film Festival.
- Under the auspices of the Agenda for Children, the Cambridge Public Library began mailing Welcome Baby packets to new parents. These packets contain board books and other gifts for the new parents, as well as information about the Library and the importance of reading to babies.
- The Patricia Weiland Stavely Memorial Book Fund was established by her family and friends.
- The Underground Railway Theater performed, *How Do You Spell Hope?* at both the Central Square and Main Libraries.

Library

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- Pro Musicis brought Chinese erhuist, Yu Hong Mei, with Li Li Qun on yanqin, to perform at the Central Square Branch, one day after their acclaimed concert at Carnegie Hall.

- The Cambridge Public Library Literacy Project was awarded a Library Services and Technology Act grant to implement a Wilson Reading System training program for volunteer tutors.

Main Library Highlights

- William Rawn Associates and Ann Beha Architects were selected to design an expanded and restored Main Library building on its present site.

- The Children's Room increased its evening hours from one to three nights per week.

- In cooperation with CRLS, the Young Adult Department initiated poetry slams for teens.

- The CPL brought "Poetry to Go" programs to the Longfellow School and the Fletcher Maynard Academy during poetry month.

- In a survey of reference department users, 93% found the service to be very good or excellent.

- Story hours, "Sakler Saturdays," were instituted in a cooperative venture with the Harvard University Art Museums.

- Comedian Bob Gautreau offered a four-week stand-up comedy workshop at the Central Square Branch.

- The Boudreau Branch initiated a weekly family sing-along in Spanish.

- Program attendance at the Boudreau Branch increased 20%.

- The annual CPL and Cambridge Tree Project Poetry Contest attracted over 500 entries.

- At the O'Neill Branch circulation increased 60% and program attendance increased 71% in the newly renovated building.

- Collins Branch program attendance increased 21% and circulation increased 19%.

Statistics provide an important tool for measuring success. However, so much of what the library does is not best conveyed by statistics. It's best captured in the words and actions of our users: in the verbal thanks staff receive every day for finding just what someone needed, in a child's glee at finding a special book, or in the letters of praise that come in with increasing regularity.

Our customers, in their own words, give us some of our best data for planning and rethinking library services to meet the community's ever-changing needs. Following are two samples of recently received user feedback:

"I have for 21 years been using the library both for my own purposes and as a tool for my students. ...people are generous and warm toward my students and they respond in a similar manner to the staff. ... It's a treat for a teacher to have 8th grade students, especially boys, anxious to use the library."

"I took a computer course at the Central Square Branch Library.... It was superb! During the class the instructors displayed a real sense of professionalism and extreme patience. They deserve much, much credit for a class of such high quality."

The Cambridge Public Library is on the brink of its greatest initiative since the 19th century when our flagship building was constructed. As we look into the future we will be guided by our commitment to free, high quality information service to Cambridge residents of all ages and to forward thinking programs and services that anticipate, rather than respond to, community needs.

- Dr. Deborah Prothrow-Stith was the keynote speaker at the Central Square annual Martin Luther King Commemoration.

- Circulation at Central Square Branch increased 18%.

Branch Highlights

- The Valente Branch celebrated its 40th Anniversary with over 100 neighbors, including 25 members of the Valente family.

- Computer use doubled at the Valente Branch.

- The O'Connell Branch collaborated with the Historical Commission on its East Cambridge Oral History Project.

- Circulation at the O'Connell Branch increased 19%.



City Councillor Timothy J. Toomey and City Council Office Assistant Sandra Albano and others celebrated the 40th Anniversary of the Valente Branch.

License Commission

Benjamin Barnes, Chairman • 831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chairman, the Fire Chief and a Police Department representative, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants and other individuals and establishments in the city.

The front office staff continued to dedicate much of its time renewing and issuing annual and special one-day licenses that accounted for over \$1.7 million in revenue, funding the complete cost of operations for the Commission's office and field staff. This helped offset the indirect costs associated with licensing regulation, such as emergency response to licensed establishments and events. The investigative staff responded to a multitude of complaints filed against both licensed and non-licensed establishments.

Highlights and Accomplishments

- Secured funding to hire consultants to conduct a comprehensive Taxicab Transportation Customer Service survey. This study will assess current taxicab services and present a plan to improve customer

service to all riders, assuring service accessibility to low income, disabled and senior residents served by Cambridge transportation licensees.

- Revived Badges in Bars program, which focuses on restaurants and bars, placing Police Officers in these establishments to catch underage patrons attempting to purchase alcohol. Conducted Shoulder Tap survey to warn adults of the penalties of purchasing alcohol for underage individuals.
- Received Special Recognition Award from Mothers Against Drunk Driving for Commission's commitment to preventing underage drinking.
- Presented Taxicab Driver of the Year Award to the holder of one of the City's Accessible Cabs. This driver is a graduate of The Cambridge Taxicab School, Inc.
- In collaboration with the Cambridge Licensee Advisory Board (CLAB), worked to establish a Campus Alcohol Advisory Board (CAAB) to design strategies to prevent on-campus underage drinking and deal with the ensuing health and societal concerns resulting from this behavior.

Management Info. Systems

Mary Hart, Director • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Management Information Systems (MIS) Department provides centralized information technology to approximately 925 users working in 42 departments located in 40 municipal buildings. MIS implements and supports enterprise-wide municipal computer applications. The largest of these applications includes the Finance and Payroll systems. Other applications include personnel, customer service, and Geographical Information System (GIS).

The Department has directed the installation of a fiber optic network and developed the technology to link hundreds of users with each other, with centralized applications, and with the World Wide Web. MIS also provides project management support for the Citywide implementation of Hansen, a customer work order and infrastructure management system, and is directing the enhancement and deployment of a robust City Web site. The City Web site continues to expand as a tool for residents, employees, business owners and visitors of the City of Cambridge. It provides access to important City resources and information as well as the ability to transact business remotely through new on-line payment options. Overall, MIS serves as technical consultants and provides desktop, network and systems management services for all City Departments.

Highlights and Accomplishments

- Launched a new City Web Site improving access to on-line services and information. Cambridge was selected as a finalist for best web site in the Government category by the Massachusetts Interactive Media Council.
- Implemented an Enterprise Back-up system increasing the security of our data systems.
- Implemented a new Fixed Asset system for financial departments that improves our reporting and tracking of the City's Fixed Assets.
- Completed vendor selection for the upgrade to the City's Revenue System.
- Received award for Cambridge GIS system from the ERISA International User Group recognizing Cambridge for Special Achievement.

Mayor's Office

Michael A. Sullivan, Mayor • City Hall • 617.349.4321

Mayor Michael A. Sullivan was elected Mayor of Cambridge in January 2002 by a unanimous vote of his City Council colleagues. He was first elected to the Cambridge City Council in 1993 and is currently serving his ninth year on the Council. The Mayor chairs both the City Council and the School Committee and regularly serves as the City's ceremonial leader.



Mayor Sullivan greeting Cambridge residents at the Mayor's annual picnic for seniors at MIT.

Highlights and Accomplishments

- One of the Mayor's first accomplishments as Mayor was to call for a Committee on University Relations whose goal is to improve the relationship among the City of Cambridge, the universities and the neighborhoods.
- Mayor Sullivan has been deeply concerned about education and housing since his election in January. As chair of the School Committee the Mayor is dedicated to working with his colleagues to ensure that every child gets the necessary tools to achieve his or



Mayor Sullivan reading to kids as part of the Let's Talk Reading Campaign.



The Mayor's Staff (standing l to r): Dennis Collins, Manager of Constituent Services; Ruby Pierce, Education Liaison and Garrett Simonsen, Assistant to the Mayor & Vice Mayor. (sitting l to r): Paula Crane, Executive Assistant to the Mayor and Katherine Rafferty, Chief of Staff.

her maximum potential. Mayor Sullivan is committed to pursuing the single goal of the Committee - excellent instruction in every classroom. In order to align the school district to support that goal the Mayor is devoted to ensuring that the Cambridge Public Schools have excellent leadership throughout the system, faculty and staff who are supported, energized and valued, a highly supportive central administration and effective professional development. The Mayor is committed to an Elementary Schools Consolidation Plan that benefits all Cambridge school children.

• As the father of two toddlers the Mayor is quite concerned about literacy. He spent much of the spring promoting the City of Cambridge Literacy Public Awareness Campaign. The goal of the program is to publicize the City's commitment that "all children and families will be able to read." The mayor visited numerous pre-schools, elementary schools and after school programs reading to a variety of children.

Goals

- The Mayor is interested in using zoning and other land use planning tools to assist people of moderate and middle income to find affordable housing in Cambridge.
- Mayor Sullivan has pledged to coordinate and facilitate the review of public policy issues facing the City including housing, transportation, economic development, and employment and to use the Mayor's Office to coordinate the analysis and development of important public policy initiatives.
- The Mayor continues to work with Cambridge seniors and the City Manager in an effort to address their areas of concern while maintaining the high level of services provided through our Senior Centers and other resources.

Peace Commission

Cathy Hoffman, Director • 51 Inman St., Cambridge • 617.349.4694

The Cambridge Peace Commission's mission is to promote peacemaking within Cambridge, at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge.

Highlights and Accomplishments

The Commission responded to the criminal attacks of September 11 by:

- Participating on a support team to school department and collaborating to provide resources for Cambridge teachers and design and offer a day-long Teach-In.
- Providing leadership to the network of peace organizations and individuals seeking to respond without war or violence.

The Commission promoted peace and justice in schools by

- Working with the Peaceable Schools Group on a 5-day Urban Peaceable Schools Institute with workshops, speakers and skills to build multicultural, safe, equitable and democratic classrooms including an international presence of educators and initiate, oversee and train a Leadership Team of teachers, youth workers and advocates.
- Working with the School Department and community agencies to sustain a Violence Prevention Network, leading workshops on bullying and designing violence prevention curriculum for K-12.
- Providing information on the "Appreciative Inquiry" approach of building on the strengths and visions of peacemaking.

The Commission worked with youth to promote peace and justice as alternatives to violence by:

- Supervising a team of young adults coordinating and training the Youth Peace and Justice Corps (PJC), a multi-racial team of CRLS students with skills, relationships, awareness and action for self-esteem, social justice and peace. For the first time in 10 years of the project, provided workshops for and with young people on dealing with bias and violence by building on their positive values and experiences with peace and justice.

In the community, the Commission fostered peace by building bridges and:

- Working with City departments, community agen-

cies and religious leaders to sponsor a commemorative Holocaust program conducted mostly in silence with a special reflection on the year's events.

- Sponsoring the annual Peace and Justice Awards dinner recognizing international and local contributors to peace-making and community safety.
- Sponsoring a series of evenings after September 11 of "new conversations" and "open dialogues" to bring together diverse communities.
- Responding to neighborhood killings by working with local community citizens to consider community-empowerment models for cutting violence.
- Supporting the initiation of a community-based Cambridge Peace Project which designed a peace ad for the Cambridge Chronicle and created a network of Cambridge citizens working for peace.
- Organizing a concert of peace and freedom music "banned" after September 11 and co-coordinating public forums, City Council hearings on the dangerous implications of the USA PATRIOT Act leading to the successful passage of a resolution reaffirming Cambridge as a sanctuary city for civil liberties and freedoms.
- Working to design a Peace and Justice Fellows program and the foundations for a peace and justice retreat and organizing center based at the Episcopal Divinity School in Cambridge.

The Commission has acted locally for global concerns and globally for the community:

- Supporting the work of the Cambridge El Salvador Sister City project by leading an April delegation of youth and teachers to our sister city and generating a new youth exchange initiative VIVA (US/El Salvador Youth Organizing Project).
- Collaborating with Middle East peace and justice groups to sponsor educationals, present an exhibition on occupation and help with events calling for an end to violence. Leading the City effort which formed a sister city relationship between Cambridge and Cienfuegos, Cuba by sponsoring a Cuba teacher's delegation, a City delegation and a youth delegation.



Performers and Peace Commissioners at a concert for peace and freedom.

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department coordinates City employment practices and employee development activities for civil service and non civil service employees; negotiates and administers collective bargaining agreements with municipal employee unions; and administers health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state and local laws.

The department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. It also responds to requests for information on statewide civil service exams and for access to public records.

City employees interact with Personnel staff on a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, grievances, disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The department also provides assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

Highlights and Accomplishments

- Piloted a supervisory development training program with the Department of Human Services.
- Introduced an Adoption Assistance Program.
- Increased participation in the tuition assistance program by expanding tuition advance/reimbursement options.
- Worked closely with the City's Affirmative Action Director and the Fire Department personnel to maximize local participation in the civil service examination for entry-level firefighters.
- Assisted East Cambridge Saving Bank in promoting the Municipal Employee Mortgage Program.
- Improved the Personnel Department's presence and offerings on the City's Web Site and on the City's Intranet for employees.
- Expanded on-line recruiting and diversity targeted outreach efforts.
- Successfully negotiated collective bargaining agreements with the units that represent our librarians and firefighters.



The Personnel Department Staff.

Police

Ronnie Watson, Police Commissioner • 5 Western Ave., Cambridge • 617.349.3300



Bicycle Patrol Unit Officers Oral Bynoe and Michael Padua talking to kids about safety during GoGreen Community Day at the Walter J. Sullivan Water Purification Facility at Fresh Pond.

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The Department uses modern approaches and techniques to decrease crime and improve the delivery of services to the community. A major goal of the Police Department is to involve citizens and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

The 2001 reported crime index totaled 4,416 incidents (a 1% increase, compared to 4,390 incidents in 2000). Analysis reveals that violent crime decreased by 10%, while property crime increased by 2% in 2001.

CPD Division Overviews and Highlights

Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a variety of tasks relative to the effective operation of the Police Department. Planning and Analysis has overall responsibility for the numerous functions related to data analysis, crime analysis, management information systems, grant administration and policy/procedure development.

The investigation of citizen complaints about the conduct of police officers and staff investigations, remain the primary responsibility of the Quality Control Section. The Detail Office is responsible for administering police details (officers hired during off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

- A number of updated policies and procedures were published including Shoplifting, Quality Control, Towing Vehicles, Vehicle Inventory, Handling Anthrax, Transporting Prisoners, Hit & Run Investigations, Traffic Accidents, Graffiti and School Resource Officers. In order to achieve accreditation, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the CALEA 4th Edition Standards Manual. To date, the Department has published policies and procedures that fulfill 92 mandatory standards and six optional standards.

- The Crime Analysis Unit utilizes a set of systematic, analytical processes to identify evolving or existent crime patterns in the publication of a Daily Crime Bulletin that is distributed to the command staff and throughout the department. The major objectives of the Crime Analysis Unit are to increase the number of cases cleared through arrest, provide investigative leads for detectives, and establish operational data for management decisions concerning the deployment of resources by location and activity.

- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues, including school bus and crosswalk safety, sexual offender registration and crime offender records information.

- The Public Information Office assisted in a number of community efforts, including the Red Cross Blood Drive, Federation of the Blind Walk-A-Thon, North Cambridge Crime Task Force's National Night Out Against Crime, Cambridge Rindge and Latin School's Mentor Program and the City Links Program.

- Continued a systematic process of internal audits and more frequent field inspections through Quality Control, in order to provide an opportunity to assess performance and procedures. Conducted field inspections check for officer compliance with established rules, regulations and procedures and assessed response to calls for service, traffic enforcement, vehicle equipment and condition, radio procedures, and officers' overall attentiveness to duty.

- Expanded the distribution of Quality of Service Assessment Forms to include traffic stops to gauge the level of service being provided by our officers to the public. Random community members are selected after having contact with a police officer (either as a person reporting a crime or as a result of a traffic stop), surveyed and asked to rate the officer's overall performance during the interaction. Survey results indicate high levels of service and professionalism by our officers. Survey results are reviewed for content with data being distributed to respective commanding officers when exceptionally high or low results are reported. Training issues are also identified if repeated responses are detected.

Operations Division

As the Department's primary and most visible staff resource, this division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations division is divided into Day and Night Patrol Sections.

The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic and parking enforcement. Traffic supervisors are responsible for the safety of school children in various intersections and locations throughout the city.

The Commercial Vehicle Enforcement Team is comprised of five specially trained officers assigned to the Selective Traffic Enforcement Unit. The goal of the Commercial Vehicle Enforcement Team is to ensure the safe operation of commercial vehicles within the City of Cambridge by enforcing applicable laws.

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- Targeted truck restricted roadways: conducted selective traffic enforcement; and enforced crosswalk violations.
- In a concerted initiative to address drug activity in City parks and near parking lots along major business districts made numerous arrests during plain-clothes operations.
- The officers of the uniformed patrol section targeted truck restricted roadways; enforced crosswalk violations; conducted selective traffic enforcement in all areas of the City; and for the fifth year, they engaged in a strategy of creating safe parks specifically throughout the summer months. In an effort to foster a "user friendly" atmosphere, officers have been assigned, both days and evenings, to all City parks and playgrounds. Those parks that have historically been the site of reported crimes were targeted in particular. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in these locations.
- Several of our officers responded to a medical incident where a child had stopped breathing. Officers administered CPR until an ambulance team arrived to take the child to the hospital. As a result of their efforts the child's life was saved.

Arrest Highlights

- A male was attacked as a result of a hate crime in Harvard Square. Utilizing a description given by the victim, officers located and arrested the suspect soon after the assault. He was charged with civil rights violations.
- A female was kidnapped and assaulted in the Albany Street area. Patrolling officers happened upon this attack and pursued an assailant on foot. He was arrested and taken into custody for rape and kidnapping charges.

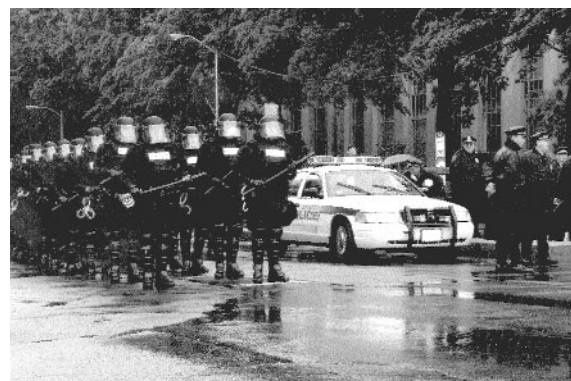
Criminal Investigation Section

The Investigation Section is part of the Support Services Division and performs follow-up investigations in a number of areas. The Section is comprised of the Major Crime Unit, the Homicide Unit, the Sexual Assault Unit, the Domestic Violence Unit, the Warrant Unit, and the Special Investigation Unit.

During the past year, the Investigation Section worked on thousands of routine cases as well as serious felonies and continued work with neighborhood residents to both prevent and solve crimes.

- The Domestic Violence Unit compiled and maintained a database on domestic violence incidents for tracking and analysis purpose. It also conducted follow-up investigations and victim/witness outreach in hundreds of criminal cases.

- The Domestic Violence Unit investigated over 600 cases. Maintained a database of domestic violence incidents in Cambridge to track repeat offenders and brought 65% of domestic assault cases to court.
- Apprehended three subjects from the Department's Top Ten Fugitive List.
- Coordinated and worked with the U.S. Secret Service and State Department in providing escorts and protection to 39 different heads of state and other political dignitaries who visited Cambridge.



The Special Response Team (S.R.T) in formation at the MIT Commencement 2002. The president of World Trade Organization was the commencement speaker and various groups demonstrated peacefully.

- Investigated 16 reports of Rape and cleared 13 of those cases.
- Arrested 93 people on drug charges.
- Special Investigations Unit officers, working with federal law enforcement agents, seized over 50 guns that were intended for sale in Cambridge.
- The Special Investigation Unit seized three firearms, 511 bags of heroin, 385 bags of cocaine, and 425 bags of marijuana.
- Cleared 229 felony warrants (clearance increase of 8% from FY01).
- Worked with the United State Secret Service to provide escorts and protection to over 39 foreign heads of state that visited Cambridge.
- Continued to clear old drug cases in collaboration with the Special Investigations Unit and the District Attorney's Asset Forfeiture Unit resulting in the forfeiture of over \$12,000.

Community Relations Section

The Community Relations Section represented the Department as partners in various committees and coalitions throughout the city.

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- As a result of the September 11 tragedies, members of the Community Relations Section (CRS) and the Cambridge Police Department became involved in several initiatives designed to increase awareness and maintain relations with members of the Middle Eastern Community within the city. Part of this awareness included participation with the Greater Boston Civil Rights Coalition and meetings with the Attorney General's Office, as well as members of the various ethnic communities impacted by the events. These meetings continue each month.

- Coordinated the Department's 10th Annual Open House during National Law Enforcement Memorial Week. The week-long event included demonstrations and exhibits and provided community members and police officers with an opportunity to interact in an extremely positive environment.

- Fully implemented the School Resource Officer (SRO) Program, with each school having certified SRO's assigned and available. The SRO's handle all crime-related matters in their respective schools, but just as importantly, they are able to interact with students in a variety of new and creative ways. Initiatives included a School Lunch Program that brings officers and students together; tours of the Police Department, safety talks, assisting in literacy programs; and facilitating presentations by probation officials, detectives, crime scene specialists, etc.

- Utilized the Reverse 911 system very effectively on several occasions. This system provides electronic notification, by telephone, to residents within certain geographical areas providing them with up-to-date information about a respective incident. Interestingly, this system was used for quality of life applications as opposed to crime related issues as well. This system was used to notify the community of neighborhood meetings. In April, the system was used for street cleaning notification.

- The Community Relations Section coordinated the issuance of three community alerts. These alerts are utilized when a significant event occurs in an area of the City that requires an informational notification by the Police Department to respective community members. This is a comprehensive approach to imparting information to the community at large using the quickest methods possible.

- Continued the Rape Aggression Defense Program for residents of Cambridge. This program teaches self-defense techniques to women. The Department, in teaching the program, was able to share the methods whereby women can protect themselves from a sexual assault. As many business and community members have now participated in this pro-

gram, the Department offered follow-up classes in addition to new sessions.

- Awarded 34 community mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects and block parties.

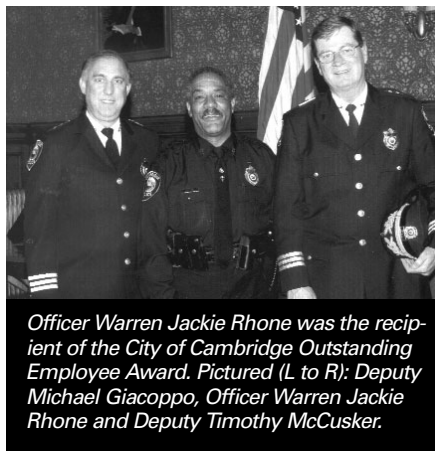
Support Services Division

The Support Services Division administers staff processes and coordinates departmental support service for all units and sections within the Police Department. Support Services include training, property management, record keeping, court prosecution, identification and vehicle maintenance.

- Provide specialized training to all police personnel in racial profiling and communications techniques.

- Through the concerted effort of the Department's Property Office, along with the Middlesex District Attorney's Office, over 79 rifles, handguns and dozens of edged weapons associated with old cases were disposed of.

- Turned over \$8,300 in cash to the City Treasurer from the Police Auction held in May 2002. Money collected was a result of abandoned property and cases that by law must be auctioned to general public.



Officer Warren Jackie Rhone was the recipient of the City of Cambridge Outstanding Employee Award. Pictured (L to R): Deputy Michael Giacoppo, Officer Warren Jackie Rhone and Deputy Timothy McCusker.

- A digital fingerprint Live Scan Unit was installed in the booking room, allowing for quick identification of prisoners via fingerprints 24 hours a day, seven days per week. The system works by electronically transmitting arrestee fingerprints to the FBI via the MA State Police. The turnaround time from the FBI and State Police to identify a fingerprint in their database is approximately five minutes. The Live Scan Unit will solve identification problems 98% of the time of prisoners arrested that provide false data at booking or no data at all.

- Completed in-service training for all sworn personnel in compliance with Massachusetts Criminal Justice Training Council standards. The sessions included two classroom days and one day at the firing range. Classroom training included commercial vehicle enforcement, criminal law update, drug issues, survival tactics, communication strategies, crime prevention issues, domestic violence, child/elder abuse, traffic stops and racial profiling.

- Cleared all firearms not being held as evidence from the property room by having owners make arrangements to transfer ownerships or pay a storage fee to have their firearm stored at a state bonded firearms storage facility. No firearm, unless held as evidence, is kept longer than 30 days.

Police Review & Advisory Board

Malvina Monteiro, Director • 831 Massachusetts Ave., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance to hear and decide complaints of misconduct filed by persons against Cambridge police officers.

The Role of the Police Review and Advisory Board:

- To provide for citizen participation in reviewing police department policies, practices and procedures.
- To provide a prompt, impartial and fair investigation of individual complaints against police officers as well as complaints by departmental employees against the Police Department.
- To ensure that citizen complaints against members of the Cambridge Police Department are met with in a timely, thoughtful, methodical and decisive way, and that its determinations are even-handed and result from unbiased investigations.

Highlights and Accomplishments

- Responded to a total of 136 citizen contacts including telephone, e-mails, mail, walk-in, and successfully resolved 14 complaints. Other complaints were either resolved informally, with the assistance of the Police Department, or administratively, through the efforts of the Board's Executive Director/Secretary. While the Board did not have jurisdiction, in many instances, it provided important referral services, thus helping to foster a sense that the City is accessible and open to the needs and inquiries of all in the community. The Board continued its efforts to mediate complaints and improve police communication whenever possible.
- Held five full hearings, 14 investigative hearings and 28 public meetings.
- Reviewed significant policy issues and made recommendations as appropriate, as a result of public hearings regarding the issue of Racial Profiling.
- Continued leadership roles in the Civilian Oversight field, both nationally and internationally and monitored legislative issues similar to CPRAB's mission. The eighth annual conference of the National Association for Civilian Oversight of Law Enforcement will be held in Cambridge for the first time in its history.

Training and Community Outreach Highlights

Lecture forums:

- Wrongful Convictions: A Call To Action, Harvard Law School
- Forum on Racial Profiling, Suffolk University Law School

Educational Workshops:

- Worked collaboratively with Arts for Action and Visions Inc. to coach children and parents of color in Cambridge School System to enhance their advocacy skills when dealing with law enforcement officers and others in a position of authority.

Public Works

Lisa Peterson, Commissioner • 147 Hampshire St., Cambridge • 617.349.4800

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. Operating within the framework of the City's goals, the DPW provides dependable, high quality, and accessible services maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response. The department's responsibilities include:

- Maintaining streets, sidewalks, parks, playgrounds, public squares, City vehicles/equipment;
- Public building construction and maintenance (excluding schools);
- Engineering, construction services and contract administration for City projects;
- Managing sanitary sewer collection and storm water drainage systems;
- Collecting rubbish and providing curbside and drop-off recycling programs;
- Caring for the City's 15,000 trees and managing the Cambridge Cemetery;
- Enforcing litter, rubbish, snow and sewer ordinances;
- Providing 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions.

Highlights and Accomplishments

- Finalized reorganization of the management structure of the Department into three units (Administration, Engineering and Operations), each of which is managed by an Assistant Commissioner. The new structure allows for better coordination and response, timelier decision-making and improved customer service.
- Administered over \$100 million in Capital projects and \$7.8 million in purchased goods and services.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired one rubbish packer, two large dump trucks, six pick-up trucks and two sedans. Each vehicle is equipped with mobile radios and many with plow blades or salter bodies, allowing flexible use of the equipment throughout the year.



Construction Division employees removing curbing from a sidewalk in Cambridgeport in preparation for the installation of a curb-cut.

- Worked with Personnel Department in the collective bargaining process of a Local 25 Teamsters unit.
- Trained 26 individuals to obtain a hoisting license, which increased the Department's capacity in the operation of heavy equipment, including fork lifts, backhoes, vactors and clamshell trucks. Trained 13 individuals to obtain a Commercial Driver's License (CDL) permit. Trained seven managers on team building and coaching skills. Trained 19 employees on proper hazardous material identification and response.
- Completed an environmental, health and safety evaluation of the DPW facility on Hampshire Street.
- Continued to implement a computerized customer service, work/asset management system that tracks incoming requests and jobs completed and generates preventative maintenance schedules for DPW assets such as vehicles, buildings and parks. Also, finalized a computerized permitting process for news racks, street excavation and sidewalk obstruction.
- Assisted with improvement of employee attendance by reducing the sick day average from 8.8 to 7.3 per employee annually.
- Increased the City recycling rate of its waste stream from 33% to 36%.
- Managed to completion roadway and sidewalk reconstruction projects at Inman Street, Perry Street, Rindge Avenue, Haskell and Yerxa Streets.
- Processed 1,228 permits for street excavation activities.

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- Planted 200 new trees and pruned over 3,000 City trees. Completed a four-year cycle of pruning street trees in all 13 City neighborhoods.
- Cleaned approximately 72,000 linear feet of sewer and storm drains and replaced approximately 900 linear feet of sewer and storm drain mains.
- Completed plans, specifications, interior remediation and demolition for the first City of Cambridge "Green" (environmentally friendly) building at 57 Inman Street.

DPW Division Overviews and Highlights

Administration

Administration, which includes the Business Services Division, Human Resources, Information Systems Management, Public Information and the Customer Service Operations Center, is responsible for ensuring that DPW functions as a cohesive unit and responds to the needs of Cambridge residents. The Human Resources team provided direction and management support in employee recruitment, orientation and development; management of the Department's payroll and key personnel functions; and coordinated employee recognition programs and summer youth internships.

The Operations Center, which began in the spring of 2002, responds to calls from residents and businesses on a wide variety of services provided by DPW. The Operations Center is run through telephone, pager, and radio communications as well as e-mail messaging.

- Managed the DPW's \$20 million operating budget and \$100 million construction projects.
- Introduced the use of cash registers for the sale of permits, appliance stickers, compost bins and other financial transactions.
- Developed and managed fiscal budget tracking programs for each Division.
- Arranged for several DPW managers to attend the Public Contracting courses given by Office of the Inspector General. These courses helped to further the DPW's understanding of public purchasing laws and contract management.
- Increased informational sessions on Employee Assistance Program, Supervisor Training and Deferred Compensation.
- Provided support for 73 personal computers and 13 network printers.

- Worked closely with all Divisions in continuing to implement computerized customer service, work management/asset management, pavement management and permitting systems.
- Conducted computer software training for both DPW staff and field employees.
- Provided timely information and frequent updates to the relevant areas of Cambridge regarding the status of public construction projects in their neighborhoods.
- Promulgated and disseminated a quarterly newsletter to DPW employees.
- Received routing and follow-up to completion of 369 customer service related calls into the computerized customer service management program.
- Issued and tracked 94 permits for special events.
- Ensured effective communications between all DPW operational divisions on a daily basis as well as communications between the residents of Cambridge who call in for service.

Engineering

The Engineering Division maintains the City records for public right-of-way and public utilities, including the sewer, combined sewer and stormwater drainage systems. It oversees construction and design of stormwater and sewer systems, surface enhancements and reconstruction projects and works with the Sewer Division to ensure compliance with regulatory agency requirements.

The Engineering Division also facilitates building permit reviews, especially if there may be an impact on public right-of-way or public infrastructure: Engineering continues to prioritize the integration of stormwater management elements in all public and large private development projects. The combined public and private efforts to better manage stormwater will reduce flooding, reduce sewer back-ups into homes, reduce and eventually eliminate combined sewer overflows (CSOs) into the Charles River and Alewife Brook, and improve water quality to these receiving waters.

The Engineering Division, working closely with the Massachusetts Water Resources Authority (MWRA), is continuing to address design issues regarding a new outfall proposed along the Alewife Brook as part of the Long Term CSO Control Plan for reducing CSO discharges to the Alewife Brook. Following the submittal to the Massachusetts Environmental Policy Act (MEPA) unit of a Notice of Project Change on the

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Alewife Brook CSO Control Plan, Cambridge and MWRA have continued to address the over 400 comments received through the MEPA process. Upon completion of the MEPA process, it is hoped that design and construction of stormwater management and sewer separation projects can continue in the Alewife area.

- Completed the design for Bellis Circle stormwater management project and began procurement process for construction.
- Completed 75% design for a new stormwater management project in Cambridgeport.
- Completed 75% design for a new sewer separation and stormwater management project in Agassiz (Myrtle, Magnolia and Beacon Streets).
- Completed 95% construction of surface enhancement and mechanical structures on Carver and Crescent Streets.
- Completed 95% construction of the South Massachusetts Avenue stormwater conveyance project.
- Completed 95% of the Fresh Pond Parkway as to surface enhancements and mechanical structures. Commenced work on the sewer separation and stormwater management phase along Lakeview, Lexington and Worthington.
- Completed Inman Street, Hampshire Street and Perry Street reconstruction projects which involved grind and overlay and sidewalk reconstruction.
- Completed the Rindge Avenue and Yerxa reconstruction project, which was a full depth reconstruction of the roadway and reconstruction of the sidewalks. Haskell Street, which was a grind and overlay of the roadway and reconstruction of the sidewalks, was also completed.
- Completed numerous traffic calming projects in street and sidewalk reconstruction contracts, including: Rindge Avenue, Fayerweather Street, Elmwood Avenue and Sheridan Square.

DPW Operations

Street Maintenance

The overall responsibility of this Division is to maintain the City's streets, sidewalks and curbs in order to provide for the safety of the citizens and present an attractive and clean appearance. The Streets Division provides a variety of services, including minor

repairs to sidewalks and streets, resetting granite curbing, installing new curb cuts, responding to street cave-ins and other defects, as well as service requests from City departments. This Division is also responsible for supervising contractors on street, sidewalk and pedestrian ramp repairs. The Streets Division issues permits for street and sidewalk excavations and repair, sidewalk obstructions, and newsracks. During the winter months, the Division also conducts snow-clearing operations, including services for disabled and senior residents.

- Completed over 2,000 separate jobs and responded to 330 emergency and unscheduled service requests.
- Issued 1,228 street opening permits and completed 648 street inspections.
- Completed repair of 375 brick, concrete or asphalt sidewalks.
- Installed 15 dedication signs, repaired 137 potholes and installed 5 curbcuts.
- Assisted outside contractors with the reconstruction of 3 City tot lots.
- Reset bluestone on Brattle Street, paved National Guard Amory off Concord Avenue, and graded Fulkerson Street School bus lot.
- Conducted snow-clearing operations, with an increased emphasis on sidewalks, plazas and bus stops.

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through December, augmented by the division's own workforce. Every effort is made to clean City streets that are scheduled to be cleaned on an observed Holiday. Most often they are cleaned at the end of the month. The Cambridge street sweeping schedule can be found on the Cambridge Public Works home page at <http://www.ci.cambridge.ma.us/~TheWorks>.

The division uses a state-of-the-art litter truck called a Side Loader, uniquely designed because trash can be dumped into the compactor from either side. It can be driven from either side and is capable of maneuvering in tight quarters.

- For the calendar year ending 12/31/01, cleaned 9,987 miles of streets.

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- Collected over 5,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including week-ends.
- Swept all commercial areas of the city either once or twice per month, depending on the number of off days at the end of the month.
- Steam cleaned sidewalks in Harvard and Central Squares monthly, and steam cleaned the entire sidewalks in both Squares twice during FY02.
- Cleaned up after four major special events in Cambridge Squares.
- Performed beautification tasks, such as cleaning tree wells in City squares and removal of promotional fliers and graffiti, on a regular basis.

Sanitation

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings, and school buildings, dispatching an average of eight rubbish packers per day staffed by a driver and two laborers.

- Collected and disposed of 22,434 tons of household rubbish.



Sanitation crew at work.

- Replaced one of the older rubbish packers in an effort to upgrade the fleet.
- Continued to improve procedures for collecting “white goods” (appliances, such as refrigerators and washers, that cannot be taken to landfills). On average, three tons of appliances were picked up weekly.
- Conducted four household hazardous waste collection days. The DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.
- Enforced the City’s Litter Ordinance and issued 855 sanitation-related violation notices.
- Created a weekly schedule of washing and cleaning three sanitation vehicles per week.
- Instituted a computerized spreadsheet that keeps track of daily rubbish tonnage picked up by the sanitation trucks.

Recycling

The Recycling Division maintains and monitors the residential curbside recycling program, a Drop-Off Center serving residents and businesses, and a commercial recycling program. The Division works to maintain and improve recycling programs in City government buildings and schools and educates the public and City employees on how to participate in the City’s recycling programs. The Division also responds to the public’s questions and concerns with the City’s recycling program and about recycling in general.

- Increased the City recycling rate of its waste stream from 33% to 36%.
- Measured significant service improvement by curbside recycling contractor - recorded 50% fewer missed pickups.
- Launched a new recycling participation project in East Cambridge.
- Earned \$94,290 in state recycling incentive payments by meeting stringent eligibility criteria requirements.
- Expanded recyclables and improved services at the Drop-Off Center at 147 Hampshire St. to include VCR tapes, broken totes as well as increased cost accuracy of plastic bag recycling.

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graves and potentially 600 burials. In FY03 the Cemetery will begin to determine the feasibility of excavating secondary roadways for conversion to grave space.

Public Building Construction

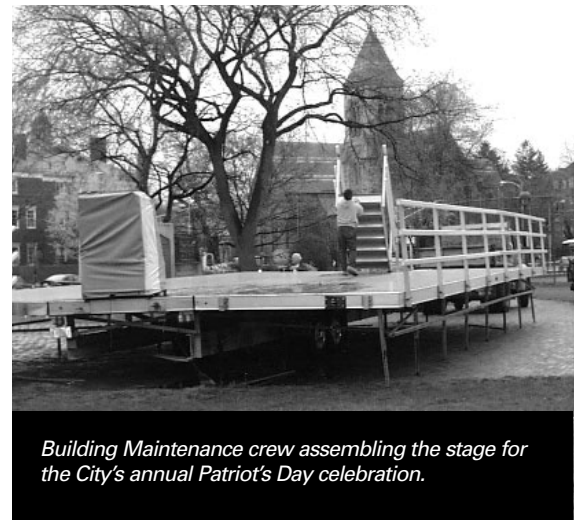
The Public Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration.

- Completed exterior improvements at Cambridge City Hall and continued to design and implement development for interior improvements.
- Completed renovations to the Area IV Youth Center and continued design development for installation of a central air conditioning system for the Moore Youth Center.
- Completed the plans and specifications for interior remediation, demolition and re-construction of City Hall Annex at 57 Inman Street. The building is being designed to be a "Green building."
- Completed office renovations to the Department of Public Works.
- Coordinated roof replacement at Engine 3 in East Cambridge
- Coordinated improvements to the Sullivan Chamber at City Hall including restoration of decorative painted walls, carpet replacement, re-upholstering of furniture and refurbishment of Mayor's podium.
- Developed the designer selection RFP for the Police Department window replacement project.

Building Maintenance

The Building Maintenance Division is responsible for maintaining and repairing City buildings and designing signs for public announcements, street postings and commemorative plaques or monuments.

- Painted the interior space of Engine 4 firehouse in Porter Square.
- Replaced the water heaters at 238 Broadway and at the Central Square Library.
- Built a lockable cage area in the basement of the City Building at 238 Broadway to allow storage.
- Remodeled partitions and desks on the 4th floor of the Police Department.
- Installed forced hot water baseboard heat in the Finance and Auditing Departments at City Hall.
- Sanded, refinished all of the hardwood floors, and painted four offices in the Mayor's suite at City Hall.
- Assisted in the continued renovation of the City Building at 3 Bigelow Street, including installation of kitchen cabinets, painting, and installing portable air conditioners.



- Completed several thousand sign requests.

Building Operations

The Building Operations Division provides custodial services to 12 City-owned buildings and moves equipment and supplies between buildings.

- Assisted with set-up and clean-up of approximately 100 City events.

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- Assisted in 36 office moves for the Citywide office renovation campaign.
- Set up 15 special events for the Mayor's Office and City Hall.
- Responded to 234 internal service requests.
- Delivered several hundred computers from the MIS Department to City offices.

Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for about 300 City-owned vehicles and equipment, and also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments.

- Generated 1,000 work orders into the fleet maintenance computerized program with 179 City vehicles having repair and maintenance costs.
- Conducted bi-annual inspections of 550 taxis.
- Continued to explore alternative fuel vehicles for City fleet.

Off-Hours

The Off-Hours Division provides 24-hour, seven day per week rapid response to any situation or emergency, empties City litter receptacles (during peak usage periods), and delivers recycling bins and totes.

- Continued computer training for Off-Hours personnel for computerized customer service request program. Logged in 142 service requests into the computerized system.

Sewer Maintenance Division

The Sewer Division is responsible for the management, operation and maintenance of the City's storm drainage systems, sanitary sewer systems and combined sewer systems.

- Responded to 387 service calls and completed 5,559 work orders for maintenance and repairs to City's storm drain and sewer infrastructure.
- Cleaned 1,648 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.

- Coordinated the City's program to control mosquito breeding at public owned catch basins. Each of the City's 4,000 catch basins were treated three times during the summer of 2001 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.

- Replaced approximately 900 linear feet of sewer and storm drain mains and installed or replaced 44 catch basins and 17 manholes through Remedial Reconstruction Contract.

- Cleaned approximately 72,000 linear feet of sewer and storm drain mains and televised approximately 81,000 linear feet of mains through the TV Inspection and Cleaning contract.

- Worked with the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conducted further investigations when problems were found.

- Completed separation of 49 common manholes in the Flagg Street, Sparks Street, Blanchard Road and Pleasant Street areas.

- Initiated the design of a Supervisory Control and Data Acquisition system to control the City's remote pumping stations, monitor combined sewer overflows at CAM 401B and verify flows to MWRA at Warren Street.



Sewer Division employee operating the Vactor Truck near Fresh Pond.

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Copies of selected bids are sent to "Bidnet," a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City. Bid announcements are also posted on the City's Web site.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts as appropriate and encourages the participation of minority businesses through the City's Minority Business Enterprise (MBE) program. The Purchasing Office also oversees the Print Shop and disposes of surplus City property.

Some of the Purchasing Offices other responsibilities include:

- Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.
- Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage.
- Serving as the repository for Cambridge Responsible Employer Plan certificates, which apply to building and public works projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.
- Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests for Proposals valued over \$10,000.

Highlights and Accomplishments

- Participated with MIS, Auditing and Budget in PeopleSoft training for all Departments.
- Instituted a new vendor form to facilitate the timely input of vendors.
- Continued to provide better service to City departments by assigning each department their own assistant buyer. The assistant buyers are responsible for price quotes, bids, processing requisitions, purchase orders and change orders. They are also responsible for contract administration for their assigned departments.

- Upgraded Purchasing's web site to allow vendors to download bid documents and forms.
- Continued to be directly involved in State procurement process through participation in Procurement Management Teams that gives the City a voice in the decision process on numerous State contracts.
- Participated in State Managing for Results Initiative for STAR Expo and the Environmental Expo (Clean Massachusetts Initiative) to help with outreach to other cities and towns.
- Continued extensive training in PeopleSoft Purchasing module to facilitate the timely processing of purchase orders.

General Services

General Services acts as a centralized point for mailing, printing and telephone expenses for all City departments. The Purchasing Department manages the printing and mailing budgets and the Electrical Department manages the telephone budget.

The **Mailing** division is responsible for processing postal mail for all City departments and for distributing interdepartmental mail.

The **Print** division is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services for all City departments. It is also responsible for printing several major City documents, including the Annual Budget, as well as producing and printing numerous pamphlets, forms and booklets.

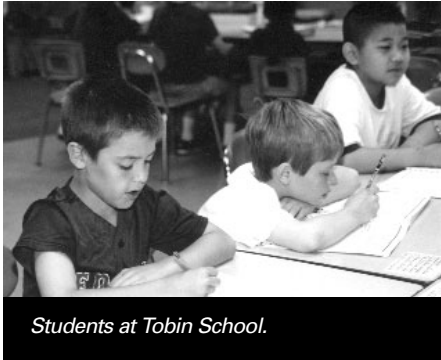
The **Telephone** budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments.

Schools

Bobbie D'Alessandro, Superintendent • 159 Thorndike St., Cambridge • 617.349.6494

Excellent Instruction in Every Classroom is the number one goal of the Cambridge Public Schools. While the school system will continue its commitment to equity, excellence and high student achievement, and its pledge to be the first urban school system to work with families and the community to successfully educate all of its students at high levels, the schools are banded together to ensure excellent instruction. Further, our outcomes are two: we expect proficiency of every student as measured by multiple authentic assessments and an outstanding faculty as measured by assessments and participation in effective professional development.

Under the leadership of School Superintendent Bobbie D'Alessandro and the seven members of the Cambridge School Committee, the schools offer a core curriculum that is rich and rigorous and respects diversity in students' learning styles. Over 7,200 students were educated by 750 teachers and 250 support staff this year.



Students at Tobin School.

Highlights and Accomplishments

- The Fitzgerald School students and teachers returned to their renovated facility at 70 Rindge Avenue in September 2001; an Open House was held on May 1, 2002 to celebrate the return to the dramatically improved school.
- The Cambridgeport School moved from the Blessed Sacrament School to the former Fletcher School building at 89 Elm Street in September 2001.
- The Amigos School opened in September 2001, and welcomed K-8 students to its Spanish immersion curriculum. The award-winning school is housed at the Robert F. Kennedy School, 158 Spring Street.
- Cambridge Rindge and Latin School received a \$200,000 Small Schools' grant that was used to help the administration and faculty continue the re-design of the City's only public high school.
- The Rindge School of Technical Arts (RSTA) received Massachusetts Department of Education certification in five areas of instruction: Carpentry, Computer Programming, Culinary Arts, Drafting/CADD, and Electronics.
- The Cambridge Public Schools received over \$11.4 million dollars in grants to support School Committee goals.
- The Cambridge-Harvard Summer Academy will welcome 275 CRLS students to summer school dur-

ing the summer of 2002. Over 1000 students, K-12, will attend summer school programs in the City's schools.

- The Cambridge Public Schools continued its membership in the Minority Student Achievement Network, a consortium of 16 school districts in the United States, all of which are focused on improving student achievement for all students.
- Three Cambridge Public School teachers, Carol Gavin, M.L.King School; Eva Jablonsky, Fitzgerald School; and Carol Siriani, Cambridge Rindge and Latin School, were presented Crystal Awards for Preeminence in Teaching, by the Cambridge Partnership for Public Education and the Cambridge Chamber of Commerce.
- The Early Childhood Transition Office offered parents and families of all incoming Kindergarten students a series of workshops, *Successful First Steps*, and the second annual *Ready, Set, GO!* event held at the Children's Museum in June. Over 800 people attended the event which featured free admission to the museum, transportation and dinner for all.

Message from Superintendent Bobbie D'Alessandro

We are proud of our 354 years of excellence and accomplishment. We are proud of the students, parents and families who trust us to provide an outstanding education to all children who enter our doors. To that end, the Cambridge Public Schools is embracing one goal: Quality Instruction in Every Classroom. The outcome of this overarching goal will be proficiency for every student as measured by multiple authentic assessments.

We know that we must continue to work in a focused and purposeful manner to ensure a world class education for all students. We are proud of several facts about our students this past year: fewer CRLS stu-



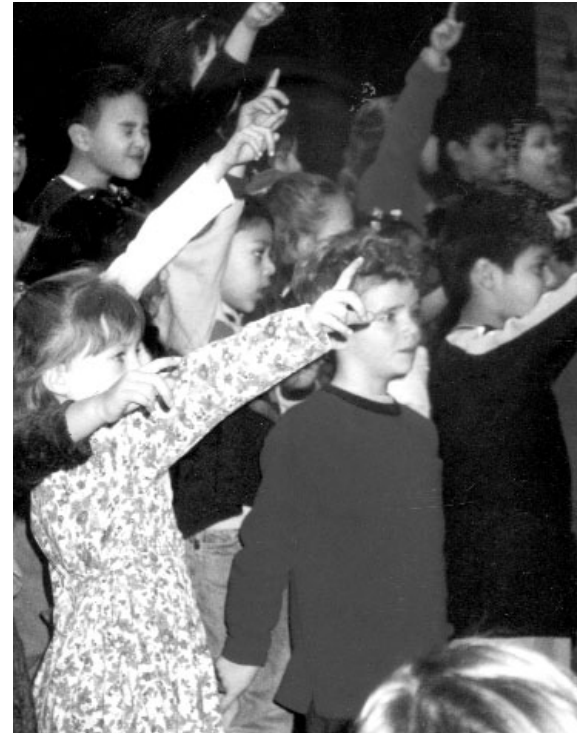
Time for Recess at Longfellow!

Schools

Page 2 of Schools

dents dropped out of school, -2.1% drop out rate; significantly more CRLS students are taking higher level courses in Language Arts, Math, Science and Social Studies. In addition, more special needs students are being educated in regular classrooms as our focus on inclusionary education continues.

Everything that we do in our schools, for our students, their families and for our teachers is focused on one important theme: to improve student achievement. Reading, Math and Inclusion will remain our three foci for the 2002-2003 academic year. We will continue to concentrate on quality teaching and learning; we want all students to have high-level knowledge and skills, and outstanding problem-solving abilities. We know that our programs, activities and courses will enable our students to learn, grow and make good decisions for their futures.



Morse School students at the holiday Music Concert.



Tobin School Student at the Arts on the Wall Exhibit

Traffic, Parking, Transportation

Sue Clippinger, Director • 238 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department is responsible for managing the public right of way for safe vehicular and non-vehicular use, for allocating through regulation, curb uses and for enforcing and adjudicating these regulations. Its overall goals are to: increase public safety; support the needs of residents, businesses, institutions and other City departments; enhance customer service; and increase efficiency of operations and procedures. The Department includes three divisions: Traffic Control, Parking Control and Supporting Services.

The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city. Its responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating resident concerns about regulations; signage and pavement markings; issuing street occupancy permits; and reviewing major construction projects or developer proposals with other City departments. The Division also works with other departments to target areas for traffic calming and to evaluate projects that are under way.

The Parking Control Division is responsible for maintaining resident and metered parking programs, the City's off-street parking facilities, and for the enforcement, processing and adjudication of the City's parking regulations.

The Supporting Services Division is responsible for administrative functions of the Department and coordination of programs within divisions.

Highlights and Accomplishments

- The last phase of the conversion of the City's signal system to the current state-of-the-art closed loop signal system has been completed. This system has improved flexibility for the timing of signal operations and the ability to track problems from the central computer in the department's office.
- Received funding for the first phase of converting traffic signals to LED. The signal lenses on Broadway and Hampshire were converted to LED. This change will extend the life of the bulbs and reduce energy costs.
- Successfully renewed 26,700 resident permits for FY02.
- Installed 118 new electronic parking meters in the eastern half of the city. This provides short-term parking for visitors and customers in areas where new commercial development is occurring.
- Built on last year's work to mark the crosswalks in the squares and the school markings in thermoplastic. This year all the remaining crosswalks in the city were converted to thermo plastic except the streets scheduled for reconstruction. This initiative took

months of nighttime work throughout the summer. The City's crosswalks are now in excellent condition and ongoing work can be focused on a third of the city each year.

- Installed school flashers at seven more schools thus bringing flashers to all the public and private schools in the city.
- Raised the parking rates at the two City garages (Green Street & First Street) to reflect increases in the marketplace and the need to fund maintenance in the facilities.
- Reviewed and certified traffic studies for 11 large projects requiring a special permit from the Planning Board. Secured the construction of nine mitigation measures required of large developers in their special permits. The mitigation measures included:
 - New signal and bike lanes at Hampshire Street & Broadway
 - Curb extension at Portland Street & Washington Street
 - Curb extension at Broadway & Galileo Galilei Way
 - Bike lanes on Binney Street
 - Pedestrian crossing at Binney Street & Sixth Street
 - Lighted crosswalk on Binney Street
 - Left turn signals and LEDs at Third Street & Binney Street
 - Raised crossing and curb extension at Green Street & Magazine Street
 - Curb extension and street and sidewalk repairs on Mt. Auburn Street
- Continued participation in the Regional Truck Study Committee as the focus moved from the study and recommendations into implementation.
- Completed a detailed evaluation of the "Volpe" crossing on Broadway to evaluate strengths and weaknesses and identify further enhancements for the location.
- Worked with three work-study students and completed an inventory of all on-street parking meters. Continued development of a citywide geographic information system for the department's use to map meters, curb regulations and off-street parking inventories.

Veterans' Services

Robert Stevens, Director • 51 Inman St., Cambridge • 617.349.4761



Memorial Day Parade and Observance

The Department of Veterans' Services (DVS) serves as an advocate for all 8,234 local veterans and their 22,900 dependents. DVS advises clients as to the availability of services, benefits, entitlements and provides financial assistance (M.G.L. C. 115) to needy veterans and their dependents who have served honorably during wartime periods; \$175,000 in assistance was disbursed in Fiscal Year 2002. The cost of this benefit program is reimbursed to the City by the state, one year after payment, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$8.1 million in Federal monies for VA pensions, compensations and benefits during Fiscal Year 2002. This past year, the department processed over 560 applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. Staff also assisted pensioners with their annual Veterans' Affairs financial Eligibility Verification Reports and applications for local Property Tax Exemptions.

Highlights and Accomplishments

- Successfully managed a 20 percent increase in the number of weekly units of service to clients. This increase resulted in a 17 percent increase in the department's Veterans' Benefits expenditures from FY01.
- Enhanced the department's Web Site by adding pictures of Veterans' events.
- Assisted spouses in applying for new real estate tax abatements.
- In conjunction with the Cambridge Veterans' Organization, planned and presented a salute to the fallen firefighters and police officers who lost their lives on September 11. Distributed over 2000 flags to City employees in observance of the attack on America.
- Participated in the dedication of the Massachusetts Vietnam Veterans' Memorial in Worcester.

- Participated, in conjunction with the US Department of Veterans, in presenting a program for Vietnam Veterans on available medical and financial benefits.
- Compiled a directory of Veterans' monuments and memorials located in Cambridge for publication in a statewide directory.



Veterans' Day Observance – Salute to fallen firefighters and police officers of September 11th.



Patriots Day Observance – Reenactor General Dawes recites poem "What's in a name?" by Helen F. Moore

Water

Sam Corda, Managing Director • 250 Fresh Pond Pkwy., Cambridge • 617.349.4770

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 101,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. The CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Departments' responsibilities include:

- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality.
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards.
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space for recreation.
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city.
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects.
- Protecting purified water from potential hazardous contamination through improper connections to the piping network.
- Removal of lead water services wherever possible.
- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year.
- Support emergency and snow removal needs of the City of Cambridge.
- All of the operating, capital and debt services relating to the Cambridge Water Department are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption. The increase in the rates has occurred to start paying down the debt associated with the construction of a new water treatment plant and related facilities.
- The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications.

Highlights and Accomplishments

- Completed the construction of the Walter J. Sullivan Water Purification Facility and moved the entire department into the new facility from our temporary location at 100 Smith Place.



Water Shed Manager Chip Norton conducts a tour of the new water treatment facility.

- Successfully managed the recovery and restart, on February 25, 2002, of the water plant that resulted from the "flood" of October 4, 2001.
- Completed the landscape improvements at the Weir Meadow, treatment facility and bike path in accordance with the Fresh Pond Master Plan.
- Completed the first phase of improvements to the Hobbs Brook Gatehouse. This included a new roof, lighting and locks, painting and replacement of hatches.
- Contracted with the City consultant to revamp the Department's web page to improve public outreach, to make it comprehensive and timely, and for its navigation system to be consistent with that recently developed for the City's new Web Site.
- Obtained a U.S. Environmental Protection Agency Grant of \$114,983 to assess the potential vulnerability of the Cambridge Water System.
- Processed 550 permits relating to the City water system.
- Continued public relations efforts to improve customer service and increase public education on general water works activities via facility tours and the initiation of the web page improvements. Successfully hosted four open houses for the general public to visit the water facility: Facility Dedication October 13, 2001; Art Dedication October 26, 2001; Bike Path Dedication May 19, 2002 and; Cambridge Employee Open House June 21, 2002.

Water

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Cambridge Fire Chief Gerald Reardon helps a firefighter suit up during a dive rescue operation at Fresh Pond.

- Continued to implement effective workforce training and hiring to maintain regulatory compliance, to instill uniformity of work practices and to promote and sustain a diverse work place.
- Filled five positions at the department: Manager of Engineering and Program Development; Reservation Site Supervisor; Reservoir Caretaker; Treatment Plant Production Manager and; Cross Connection Inspector.
- Prepared for, participated in and hosted the City "Bio-Terrorism" simulated emergency exercise.
- Produced and distributed the Consumer Confidence Report for calendar year 2001, for all Cambridge water users.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

Water Department Division Overviews and Highlights

Administration/Business Division

This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development and customer service. It also performs quality control inspections for leaks, faulty meter registrations, damaged meters and illegal water connections.

- Managed \$17.6 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal services and processing of quarterly water and sewer bills for the 15,028 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.
- Reduced the electrical rate the City is charged for the water treatment facility resulting in substantial savings. This was accomplished in cooperation with the Electrical Department.

Engineering and Program Development

This division is responsible for overseeing capital improvements; performing design; distribution modeling; maintaining maps and records; development and implementation of an automatic meter reading (AMR) program; implementing and maintaining a cross connection control program; reviewing and issuing permits; maintaining the general facilities of the Department; and coordinating technical activities throughout the city.

- Provided design services and construction management for water main replacement, cleaning and lining and service replacement projects. Projects included construction management of water main installation in Cambridge Street and design of water mains for

Milton Street and Appian Way.

- Reviewed several projects that were either in the planning stage or under design. Examples include the East Vassar Street water main, the North Point DEIR, the Charles E. Smith DEIR and Site Plan Special Permit Application, and various projects under design by Harvard University.
- Commenced review and oversight of a hydraulic model that is being developed by MIT and that will evaluate their estimated water use based on their capital build-out plan.
- Initiated an overhaul of the Geographical Information Systems (GIS) Mapping (with the MIS Department), using a new software program and a customized water model. Work included preparing an inventory of existing as-built drawings and providing input to the model and the databases that support it.
- Performed 4,683 backflow device inspections.
- Issued 388 permits (173 backflow device installations, 186 fire pumps and 29 hydrant use).

Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. Over the last three years, assistance has been given in the planning, coordinating, design, construction and start-up of the new Water Treatment Plant at Fresh Pond. State-of-the-art treatment processes and control systems have been incorporated into this facility to ensure the continued compliance with current and future water quality regulations.

Laboratory analytical services have and continue to be provided to the other operational divisions (e.g. watershed and distribution), and as a customer service to all Cambridge water users (e.g. Cambridge schools and home owner lead testing, and monitoring of new construction projects).

Coordination of water system operations with the Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This has included holding annual Water Quality Action Committee meetings, performing routine operations coordination, and water quality sampling and data review.

- Continued optimization of the water treatment plant processes.
- Completed the laboratory performance sampling and documentation for state certification of additional equipment in the new laboratory. State inspection and full laboratory certification is expected in FY03.
- Completed the implementation of the laboratory

Water

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information management system (LIMS). This system adds a new tool for effective data management and treatment process monitoring to maximize water quality being delivered to citizens.

- Performed over 47,000 water quality tests.
- Completed the development and implementation of health and safety programs (e.g. confined space entry, lock-out tag-out, voluntary respirator).

Transmission and Distribution

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,650 fire hydrants, 4,500 main valves, 18,000 valve boxes, and 13,500 services within the system.

The transmission pipeline starts in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified at the plant, located within the Fresh Pond Reservation, and is then pumped to the Payson Park Reservoir located in Belmont via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

A coordinated effort continues with the Department of Public Works (DPW) in connection with our ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements will be performed in conjunction with the sewer separation work as feasible and as funding allows. This cooperative effort not only reduces cost and improves efficiency, but also minimizes disruption to the public by incorporating all foreseeable work into a City construction project.

- Replaced 40 fire hydrants and repaired 88 leaks.
- Replaced and rehabilitated approximately 5,900 linear feet of water main at the following locations: Vassar, Dock, Milton and Cambridge Streets and in the Crescent/Carver Area.
- Eliminated 380 of the 2,860 lead services targeted for replacement.
- Issued 162 permits (150 construction and 12 demolition).
- Installed 8 irrigation supply lines to City Parks.
- Significantly supported the completion of the Art Project component at the new facility.

Watershed

This division is responsible for the management and operations of the City's four reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. This division develops, implements and monitors complex watershed protection plans that include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management.

With the passage of the Fresh Pond Master Plan by the City Council in January 2001, the staff will support the implementation of this plan. The initial tasks included: the development of a landscape maintenance program; support to the Fresh Pond Reservation Northeast Sector Project; improved staff presence at Fresh Pond; and the development of an education/information plan for watershed issues.

The priority of the "up-country" source water protection continues to be the development and implementation of the water quality monitoring program in cooperation with the US Geological Survey. The results will be annual water quality monitoring reports, storm event reservoir management planning and the implementation of a water quality early warning system.

- Completed the installation of equipment in four watershed gauging stations to collect real time water quality and quantity data to assist in managing the reservoirs. Data is also available to the public on the US Geological Survey/CWD web pages.
- Reviewed and monitored over 60 development and site remediation projects throughout the Hobbs Brook, Stony Brook and Fresh Pond Reservoir watersheds. A very important watershed site was the truck stop on Route 128 north bound in Lexington. This work included the installation of a ground water remediation system (to remove petroleum plume), storm water management system improvements and a pollution prevention plan.
- Completed the second year of raw water quality monitoring per U.S. Geological Survey standards.
- Updated the watershed Hazardous Materials Response Program to include six additional storage stations for emergency response equipment, enhanced access areas, and provided staff training.
- Produced three issues of "From the Source," the Department's newsletter about watershed protection issues and activities.
- Successfully controlled a major oil spill on Route 128 in the watershed.
- Initiated the development and implementation of forest and landscape management/maintenance plans for Fresh Pond Reservation and the "up-country" watershed lands.

Weights & Measures

James Cassidy, Jr., Sealer • 831 Massachusetts Ave., Cambridge • 617.349.6133



Weights and Measures Department Director James Cassidy performs a scanner accuracy inspection.

The Department of Weights and Measures ensures that equity and fairness prevail in the marketplace between the buyer and seller and enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales.

The Department also inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. It

also investigates complaints on measuring devices and inspects weighing and measuring devices used by transient vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores.

Highlights and Accomplishments

- Automated records of all devices inspected in the city, by type and location.
- Developed a new Web Page for the department.

Women's Commission

Nancy Ryan, Director • 51 Inman St., Cambridge • 617.349.4697

The Cambridge Commission on the Status of Women was established in October 1977 by ordinance of the Cambridge City Council to "act as a centralizing force in the City of Cambridge and in the community to deal with all women's issues." The powers and duties of the Commission are: to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the city; to recommend policy to all departments, divisions and agencies of the city, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.

Highlights and Accomplishments

- *Women's Arts and Heritage Projects:* In collaboration with the City's Historical Commission, continued development of a Cambridge Women's Heritage Trail and database. Continued working with the Cambridge Arts Council and our designated artist to design a piece of public art commemorating women's contributions to the life of the City of Cambridge that will be installed in the new main Public Library.
- *Domestic Violence:* Worked through the City's Domestic Violence-Free Zone (DVFZ) Initiative to develop an awareness and prevention campaign on Teen Dating Violence. Chaired the citywide Cambridge Domestic Violence Task Force, a 12-year collaboration among all City and community agencies invested in responding to and eliminating domestic violence in our community.

- *Kitchen Table Conversations Project:* Coordinated a weekly support group for 17 women and 23 children living in public housing affected by state and national welfare reform policies in collaboration with the Harvard Law and Harvard Divinity Schools and the Graduate School of Education. The members held a series of public meetings on housing and health care needs of low-income women, published pamphlets on domestic violence and women's mental health and presented statements on MassHealth to public forums at the Massachusetts State House.

- *Safety Awareness and Training:* Presented programs for pre-teen and adolescent girls and their parents or guardians in collaboration with the Girls' Leap Program. Worked with Girls Leap, the Wellesley Centers for Women and the Cambridge Public Schools to initiate a study of gender-based attitudes toward physical education among middle grades students with the goal of fostering a lifetime commitment to physical fitness and health.

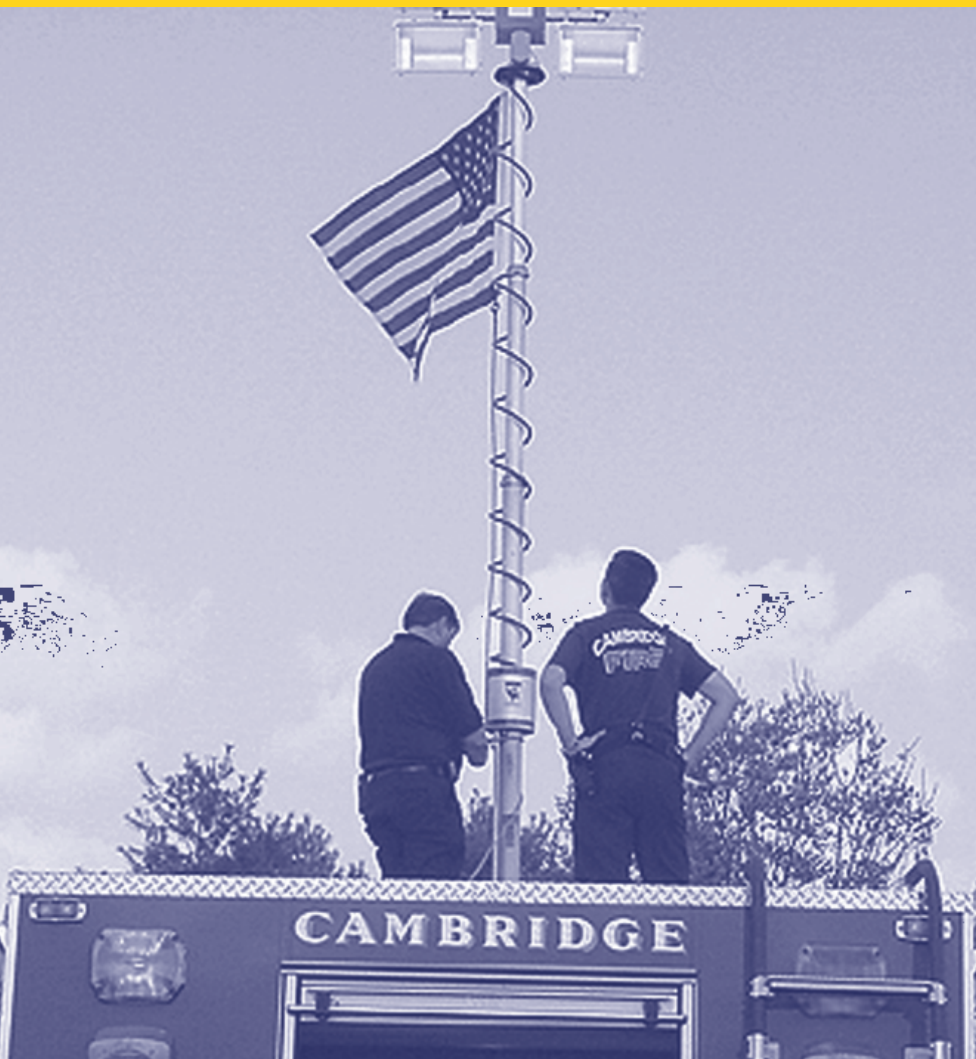
- *Women's Health:* Coordinated the 9th Annual Women's Health Day at Lesley University, attended by 175 adult and young women. The program included 25 workshops featuring traditional medical and non-traditional healing and exercise approaches to women's health. Chaired the Women's Health Task Force of the Cambridge Health Alliance and helped establish an Advisory Board for The Birth Center at Cambridge Hospital.

- *Young Women:* Coordinated the 5th annual Fifth Grade Girls' Sports Day at MIT.

About the City's Seal

The Cambridge City Seal (shown on the back cover) is a revision of the original seal, which was adopted in 1846. The seal contains an image of the Gothic Revival style building, Gore Hall, the former library building at Harvard College, and an image of the Washington Elm, the Cambridge tree made famous by the popular legend of George Washington taking command of the American Army under the tree during the Revolution. The Latin motto, which is often included around the City Seal, reads: "Literis Antiquis Novis Institutis Decora." It can be translated as: "Distinguished for Classical Learning and New Institutions." Also written in Latin are the founding and chartering dates for the town and city, which are translated as "Built in A.D. 1630. Chartered a city in A.D. 1846.

Back Cover: Our back cover features Cambridge Fire Department members raising the American flag at Danehy Park Family Day (just a few weeks after September 11th) and Street Maintenance Division employees pouring concrete for a new sidewalk in Cambridgeport.



City Manager **Robert W. Healy**
Deputy City Manager **Richard C. Rossi**

City Council

Mayor **Michael A. Sullivan**
Vice Mayor **Henrietta Davis**
Councillor **Marjorie C. Decker**
Councillor **Anthony D. Galluccio**
Councillor **David P. Maher**
Councillor **Brian Murphy**
Councillor **Kenneth E. Reeves**
Councillor **E. Denise Simmons**
Councillor **Timothy J. Toomey, Jr.**



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