

Completed renovation

and restoration of the City Hall



Annex at 344 Broadway – the

City's first environmentally

friendly “green” building.



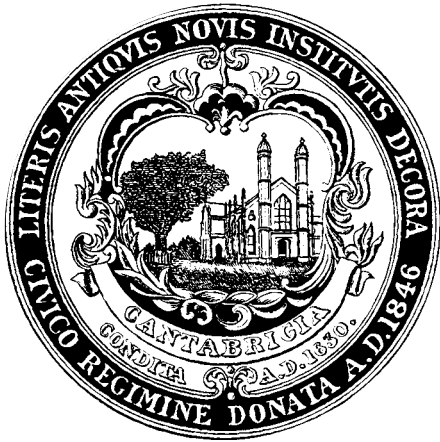
*Renovations to Donnelly Field include improve-
ments to the Little League and softball fields,
an updated tot lot, new turf, drainage, bleachers,
fencing, lighting and other public amenities.*

Annual Report 2003 / 2004

City of Cambridge

*Franklin Street Park, a small neighbor-
hood park in the Riverside area under-
went significant renovations and was
featured in the July 2004 issue of
Landscape Architecture Magazine.*





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 some 64 nations attend Cambridge public schools, and their families speak over 46 different languages.

Front Cover:

(Top photo): The four-story brick and brownstone City Hall Annex (McCusker Building) at 344 Broadway reopened to the public in February 2004 following an extensive 16-month renovation. Under the leadership of City Manager Robert W. Healy and following the policies of the Cambridge City Council, the Annex reconstruction was a unique project in which a historic public building was preserved and restored utilizing the latest in environmental design and technology.

(Middle Photo): Renovations to Donnelly Field include improvements to the Little League and softball fields, an updated tot lot, new turf, drainage, bleachers, fencing, lighting and other public amenities. Construction is expected to be completed by fall 2004.

(Bottom Photo): Franklin Street Park, a small neighborhood park in the Riverside area underwent a significant renovation in spring 2003 and was featured in the July 2004 issue of Landscape Architecture Magazine, an international publication that awarded the project its Editor's Choice Award.

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 fiscal year 2003-2004 Annual Report.

Many remarkable events have taken place in the City of Cambridge over the past year and we have continued to make significant progress in our efforts toward achieving and supporting the City Council's goals. With a continued strong financial standing, the City has been able to endure the uncertainty over state aid funding and other economic concerns. We have met the demands of increased responsibility in the area of homeland security and have continued to provide our residents, businesses and visitors with the highest quality municipal services possible. This report provides you with a brief overview of the City departments, including many notable highlights and accomplishments of the past

fiscal year. A few of these key accomplishments are presented below.

- After presentations to the three major national credit rating agencies, Cambridge continues 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.
- Preservation and expansion of permanently affordable housing continues to be a high priority for the Cambridge City Council. This past year, the City initiated the creation and preservation of over 90 new affordable rental and homeownership housing units. Additionally, the City assisted more than 65 households through the City's low-interest home improvement loan programs. These loan programs help low- and moderate-income households make home improvements and support preservation of the City's housing stock.
- I am pleased to report great progress on a number of significant capital projects throughout the City, including final completion of the City Hall Annex renovation project, which has already received an award for historic preservation. This important historic building is now also the City's first "green building" with renewable energy sources and state-of-the-art efficiency measures throughout. It is expected to achieve a silver or gold rating from the Leadership in Energy and Environmental Design (LEED) program of the U.S. Green Building Council. Significant progress was also made on the Main Library Renovation Project and a large number of important park renovation projects.
- The Department of Human Services' Community Learning Center (CLC) continued to provide adult basic education classes to more than 1,000 adults annually. Of these CLC participants, approximately 150 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages spoken.
- In the fall of 2003, the City received its second annual installation of matching funds from the state under provisions of the Community Preservation Act (CPA), which Cambridge voters passed in 2002. The \$5 million in state funds received last fall has contributed significantly to the City's ongoing initiatives in the areas of affordable housing, historic preservation and open space protection. We anticipate receiving a similar level of CPA matching funds from the state in FY05.
- The Cambridge Police Department continued to provide the highest quality law enforcement and crime prevention services to Cambridge neighborhoods. Serious crime declined by 10% in 2003, bringing the number of serious crimes down to its lowest level in over 40 years.
- In May 2004, the City Council approved our FY05 operating budget of \$362,426,150 and capital budget for \$38,934,755 as well as the five-year capital plan. The capital budget will be used to support a variety of technology, public safety, building, school, roadway, water, street and sewer reconstruction projects throughout the City.

These are only a few of the many remarkable accomplishments featured in this year's Annual Report. I encourage you to read further to learn more about our City departments and their exceptional work, ensuring that Cambridge continues to be a great place to live, work and visit.

Very truly yours,

Robert W. Healy
City Manager

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City Departments

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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
344 Broadway • Cambridge, MA 02139
617.349.4376 • TTY 617.349.4621

Arts Council
Jason Weeks, Director
344 Broadway • Cambridge, MA 02139
617.349.4380 • TTY 617.349.4621

Assessing
Faith McDonald, Director
City Hall, 617.349.4343

Auditing
James Monagle, Auditor
City Hall, 617.349.4240

Budget
David Kale, 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
Richard C. Rossi, Deputy City Manager
City Hall, 617.349.4300

Community Development
Beth Rubenstein, Asst. City Manager
for Community Development
344 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
Jennifer Wright, Director
344 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

Health
Harold Cox, Chief Public Health Officer
119 Windsor St. • Cambridge, MA 02139
617.665.3800

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
Ellen Semonoff,
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
Richard V. Scali, Interim Director
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 & Advisory Board
Quoc Tran, Interim 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
Dr. Thomas Fowler-Finn, Superintendent
159 Thorndike St. • Cambridge, MA 02141
617.349.6494 • TTY 617.492.0235

Traffic, Parking and Transportation
Susan Clippinger, Director
344 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

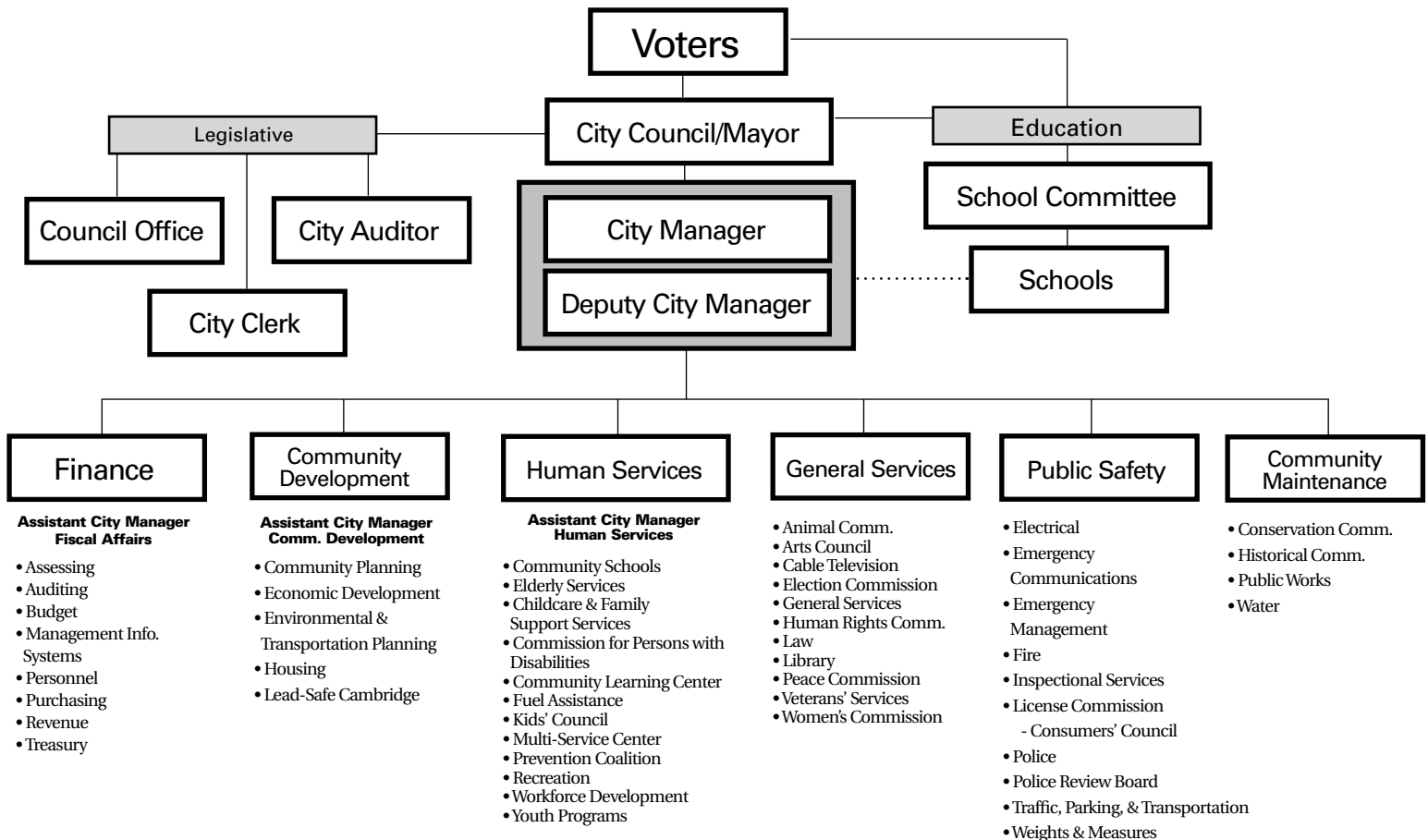
Water
Sam Corda, Managing Director
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4770 • TTY 617.492.0235

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

Organizational Chart

The City of Cambridge is governed by the Plan E Form of Government. Nine City Councillors are elected at large every two years. The Council elects a Mayor and a Vice Mayor, with the Mayor serving as the City's political leader and as chair of the City Council. The Mayor also chairs the School Committee. The City Council appoints a professional City Manager to serve as the City's Chief Executive Officer.



Pictured (l to r): Assistant City Manager for Human Services Ellen Semonoff, Assistant City Manager for Fiscal Affairs Louis DePasquale and Assistant City Manager for Community Development Beth Rubenstein.

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)

Lived in Cambridge**Five Years Ago:**

50.7% (2000, US census)

Foreign Born:

25.9% (2000, US Census)

Home Language other than English:

31.2% (2000, US Census)

Common Languages other than English:

Spanish, French/French Creole,
Chinese, Portuguese, Indic languages
(including Hindi, Gujarati, and Urdu)
and Korean.
(2000, 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:

31,069 - Enrolled in Degree Program
(includes non-residents)
(2003, CDD)

Poverty Status:

8.7% of families
12.9% of Individuals
(2000, US Census)

Registered Vehicles:

56,282 (2003, Mass. Registry of
Motor Vehicles)

Housing Units:

44,725 (2000, US Census)

Owner Occupied Housing:

31% (2000, US Census)

Median Housing Sales Price:

\$610,000 Single Family
\$640,000 Two Family
\$389,000 Condominium
(2004, CDD)

Typical Rental Price:

\$1,400 One Bedroom,
\$1,725 Two Bedroom,
\$2,300 Three Bedroom
(2003, CDD)

Median Household Income:

\$47,979 (2000, US Census)

Jobs:

103,177
(2003, Mass. Division of
Unemployment Assistance)

Average Annual Wage:

\$58,940
(2003, Mass. Division of
Unemployment Assistance)

Resident Unemployment Rate:

3.1%
(July 2004, Mass. Division of
Unemployment Assistance)

Major Employment Sectors:

Professional & Technical Services,
Education, Healthcare & Social
Assistance, Accommodation
& Food Services
(2003, Mass. Division of
Unemployment Assistance)

Property Tax Rate:

Residential \$7.63
Commercial \$19.08
(per \$1,000 of assessed value)

Government:

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

Annual Operating Budget:

\$362 million
(FY 05 - starting July 1, 2004)

Public Schools:

12 elementary schools, 1 high
school

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, 251 sworn
officers, 29 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 344 Broadway

This page is dedicated to City of Cambridge employees. Each year, we highlight a different City building. Shown below are some employees of the City Hall Annex.



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 biannual reports for the Equal Employment Opportunity Commission (EEOC).

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 (SOMBWA) certified businesses.

Highlights and Accomplishments

- Assisted some of the larger departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for department head and professional (01 and 02) 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. Prepared Cambridge residents in test taking skills for the exam.
- In conjunction with the Cambridge Police Department and the U.S. Department of Justice participated in a collaborative leadership project to explore a problem-solving approach to bias attitudes and behavior.

Animal Commission

Mark McCabe, Director • 344 Broadway, 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, ensure public safety around stray or wild animals and manage the diverse population of wildlife that co-exists within the City of Cambridge.

Highlights and Accomplishments

- By the numbers: Licensed 2,248 dogs; picked up 73 stray dogs (82% returned to owner, 16% adopted); issued 188 animal quarantines and 237 citations for violations of the Animal Control Ordinance.
- Responded to over 3,852 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Conducted presentations on responsible pet ownership and local wildlife for pre-schools, elementary schools and community groups. Presented dog obedience classes.
- Transported 143 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.
- Participated in the statewide Rabies Vaccination Day in April, offering low cost rabies vaccinations to over 90 dogs; issued 18 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.
- Worked with the Chief Park Ranger to sponsor the Annual License Day at Fresh Pond Reservoir. Also worked with the Water Department to include a pamphlet about dog regulations at Fresh Pond Reservation in the annual dog license mailing.
- In response to increased and changing training needs - Animal Control Officers attended a Bio-terrorism Workshop, sponsored by Massachusetts Department of Agriculture, Bureau of Animal Health.
- Began participating on the Cambridge Local Emergency Planning Committee and initiated meetings with the Emergency Management Department to plan for handling animals in a disaster.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, celebrating the City's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives, producing high quality arts programming and developing artistic collaborations and other opportunities to improve the overall aesthetic experience for residents and visitors of Cambridge.

Cognizant of the limited resources for the arts, locally and nationally, CAC maximizes agency resources to complement rather than duplicate the programs and services provided by other cultural institutions and organizations.

Highlights and Accomplishments

- Produced "Art Fair in Harvard Square" on July 18-19, 2004 at the request of the City Council Economic Development Committee to support Destination: Cambridge - The Unconventional City, a city-wide effort to showcase the most positive aspects of Cambridge to a local and national audience in the weeks preceding the Democratic National Convention. "Art Fair in Harvard Square" was a two-day visual art event located on the historic Cambridge Common and featuring the work of more than 80 local and regional artists. In addition to visual art, the event also included the presentation of an original orchestral work by the Boston Landmarks Orchestra developed from the Henry Wadsworth Longfellow poem, "The Midnight Ride of Paul Revere."

- Presented two exhibitions in the new 750-square foot CAC Gallery located in the City Hall Annex. The first exhibition, "Backyard," included paintings by Mike Glier, presented in conjunction with his mural cycle, "Town Green" commissioned for the interior of 344 Broadway. The second exhibition, "Walls of Heritage/Walls of Pride," showcased historic and contemporary murals on African American themes from across the country and featured a collaboration with the Cambridge Center for Adult Education to present a symposium and bus tour of related murals in the metro Boston area.

- The Arts Council did not produce the Cambridge River Festival (CRF) in 2004 choosing instead to mark the 30th anniversary of the City's lead arts organization by focusing on an in-depth community survey designed to provide feedback on the status and needs of the local cultural community. The feedback followed the successful production of the 25th Cambridge River Festival in 2003 and consisted of meetings with individual artists, local cultural organizations, neighborhood and business groups as a way to solicit feedback on CRF and other CAC community-based programming. This effort was intended to strengthen CRF for FY05 and ensure that the festival and other events and services provided by CAC continue to be responsive to the needs and desires of the Cambridge community.

- Made substantial progress in the research and development phase of a Technology Pioneer Program grant received in 2003 from the Harbinger Partners. Following a comprehensive technology assessment of CAC conducted by Harbinger, it was determined that the Arts Council would work with Harbinger Partners, MIS and a private technology firm identified through the grant to develop a centralized information database equipped with a user-friendly Web-based interface. In this way, constituents in the arts commu-

nity, audience members and donors can provide and edit information directly in order to increase the agency's effectiveness in the areas of development and communication.

Community Arts Program Highlights

- Produced the 12th season of *Summer in the City* (SIC) including 14 performing arts events in parks and open spaces throughout Cambridge, drawing over 2,000 attendees. Events in the SIC series are designed to serve audiences ages 4 to 11 with a series of multi-cultural, interactive events and performers. Partnerships with Cambridge groups included Passim Folk Music and Cultural Center, Cambridge Multicultural Arts Center, Cambridge Public Library, Boston Landmarks Orchestra, Brattle Theatre, Longfellow National Historic Site and Friends of Raymond Park.

- Provided \$48,940 in financial grants to Cambridge-based artists and cultural organizations to foster the creation of artistic works and programming. CAC awarded 26 grants, representing 30% of the applicants. Four of the grant recipients were later recognized by the Massachusetts Cultural Council as "Gold Star" projects

representing innovative programs that foster collaboration, build community and showcase the work of individual artists. The Cambridge "Gold Star" projects include:

- Cambridge Cares About AIDS / Youth On Fire ~ A year-long education group for homeless youth will lead to a public mural and open studios night for the Cambridge community. Artwork will be an outlet for youth to express their perspectives about life on the streets and an opportunity to educate the Cambridge community at large about the issues facing homeless youth.



Excerpt from "Town Green" a mural cycle created for the renovated City Hall Annex by Mike Glier. (credit: Dan Gair/Blind Doa Photo. Inc.)

- Friends of Alewife ~ Teens from Cambridge Ridge and Latin worked with veteran muralist, David Fichter, to paint a mural depicting the environment of the Alewife Reservation area. The 80-foot long mural will be installed at the Alewife subway station.

- Theater Offensive ~ DAGGER, a queer women's multicultural guerrilla troupe will collaborate with True Colors: OUT Youth Theater to create and perform a guerilla street theater piece to be performed in Cambridge during Pride season in May and June 2004.

- Zeiteist Gallery ~ A monthly salon featuring the work of 3-12 visual artists for a series of one-night thematic art exhibitions called Studio Z: First Thursday at Zeiteist.

- Produced the sixth annual grant awards celebration at the

recently restored Durrell Hall in the Cambridge Family YMCA in Central Square. Held each year to promote public recognition of the grantees projects, the program featured presentations by recipients doing work in music, dance, film and theater. The evening also featured informational displays for all recipients.

- The Street Performer Program continued to attract a wide variety of artists and musicians with over 400 permits issued in 2003/2004. Serving as a national model, this program enlivens the streets, sidewalks and public spaces in Cambridge for visitors and residents.

- Served as a collaborator and sponsor for citywide arts events and initiatives including: Cambridgeport Artists Open Studios (CAOS), Joyful Noise - A Celebration of the Life & Work of Dr. Martin Luther King, Jr. produced by the Cambridge Multicultural Arts Center, and North Cambridge Artists' Open Studios (NoCA). The Arts Council also provided continued support to both the Central Square Theatre project for Central Square and the Maud Morgan Visual Art Center at 20 Sacramento Street.

Public Art Program Highlights

Completed Projects

- As part of renovations to the City Hall Annex, Michael Glier completed *Town Green* a group of large-scale wall paintings (totaling approximately 1,300 square feet) in the building's two-story atrium to transform the space into an indoor "garden." The art is organized around four themes representing ideal missions of the municipal departments that occupy the building: 'Transparency,' 'Flow,' 'Growth,' and 'Pleasure.' Also, Glier painted large panels for public spaces on the upper floors. The work was selected by the national Public Art Network (PAN) as one of 39 projects from 189 national submissions for the PAN Year in Review, a guide that highlights the most successful, innovative, and exciting public art projects in the United States.

- Completed an extensive public art project for Franklin Street Park that includes a gateway made of granite and bronze, a ductile iron sand-cast ornamental fence, two bronze reliefs, and a freestanding sculpture by Murray Dewart. The art was featured as the Editor's

Choice in a full-length article in the July 2004 issue of Landscape Architecture.

- Completed two sculptures for the Squirrel Brand Factory site at Boardman Street and Broadway that celebrate the history of candy manufacturing in Cambridge as well as the longevity of the Boardman-Broadway community gardens. Jill Slosberg-Ackerman created a 6' squirrel sculpture close to the old factory and Bart Uchida created a sculptural arbor to support a 25-year old climbing rose at the site.

Ongoing Projects

- Artists Jock Reynolds and Suzanne Hellmuth have designed a pocket park for small community gatherings at Vellucci Park in Inman Square. Granite planters will be placed in asymmetrical formation, with wood platforms on top for seating. A variety of plants, including seven River Birches, will reflect the strong tradition of gardening in the neighborhood, while also providing barriers from the loud traffic on both sides of the plaza. Special lights will be suspended from cables over the space to provide evenly diffused lighting. Construction will be completed in September 2004

- For Valente Library Garden, artist Judy Kensley McKie has created three "Alley Cat" bronze benches and has collaborated with landscape architects to transform a fenced-in lawn into a community-gathering place. Soft organic forms and "urban wild" planting will offer a respite from the heavy traffic along Cambridge Street. Construction will be completed in October 2004.

- For Green Street Garage, artist Edwin Andrews created six special aluminum security screens for the window openings in the three-story stair tower at the corner of Green and Pearl Streets. Fabricated out of anodized aluminum, the screens will have many-colored glass inserted to create a pattern of colored sun light on the interior. Fabrication and installation will be completed in September 2004.

- For Lowell Street Park, artist Andreas von Huene created a sculptural fountain with a quiet stream of water flowing over polished black granite surface sitting in a roughhewn gray granite base. The sculpture was installed in August 2004.

- For the Porter Square Roadways project, artist Toshi Katayama developed a bold artistic concept that will be constructed as part of the streetscape improvements in 2005-2006. The goals of the art project are to create a unique visual identity for Porter Square and to reduce the visual clutter of the busy intersection through simplification and clarity. The design includes concrete pavers in two contrasting colors; a stonewall and boulders that will create a sense of warmth through the use of natural materials and additional tree plantings the existing trees being preserved.

- For Harvard Square, artist Jody Pinto developed a proposal to turn Palmer Street, which is generally perceived as an unattractive service alley, into an active area for street life while also accommodating loading trucks, ambulances and other traffic. Through a public/private partnership, both the street itself and the privately owned buildings that rise above it will be included in the re-design. Within the City's scope, the street will be re-surfaced with an artist designed paving pattern, in-ground and wall mounted lighting will be installed, and the artist will create illuminated fiberglass seating that will double as protective bollards. Design elements supported by the business community



Art Among Us participants applying a mural to one of the city's high profile utility boxes. (credit: Cambridge Arts Council)

include a redesigned sky-bridge, colorful banners, column cladding, service door designs, and super graphics for building facades.

- For the Yerxa Road railroad underpass, artist Randal Thurston is incorporating his intricate natural imagery into pre-cast concrete panels at the entranceways as well as into wall tiles inside the underpass. The ramps leading to the underpass will have steel cutouts showing birds on tree branches.

- For the Main Library Expansion project, artist Liam Gillick was selected through a professional jury process. Gillick will create art for the entrance to the underground garage as well as for various high-profile locations inside the library.

- Ellen Driscoll continued the research phase of the Women's Commemoration Project and engaged in various levels of community outreach as part of that process.

Education & Outreach

- The Cambridge Arts Council received a Summer Work & Learning grant from the Office for Workforce Development to support the second year of *Art Among Us*, a program to train Cambridge youth to design and paint murals for utility boxes in the neighborhoods of the city. *Art Among Us* represents collaboration between the Department of Public Works, the Arts Council, and the Mayor's Summer Youth Employment Program. Under the guidance of Dawn Scaltreto, muralist and educator, the 10 youth created, presented and implemented artistic designs for 12 utility boxes at five sites: Rindge Field and basketball court, St. Peter's Field, Glacken Field, Central Square, and Gore Street Playground and Field. Program supplies were generously donated by Dickson Brothers Hardware store.

- The Arts Council collaborated again with the Cambridge Health Alliance on the Cambridge Walks/Golden Shoes initiative to promote walking, public health, and the City's public art collection. One hundred golden shoes were hidden in and around public art sites, increasing awareness of one of the City's richest cultural resources that results from the *Percent for Art* program. Links between the Cambridge Health Alliance and Cambridge Arts Council web sites highlighted the connection between art, health, and public space and directed people to the extensive programming offered by both agencies.

- The Arts Council also renewed a collaboration with the Bicycle Committee to offer public art points-of-interest on the spring bicycle tour. The 2003 tour tripled its attendance from the previous year, drawing 140 people on a beautiful Saturday morning to bike from one end of the City to the other. Public art, historical sites, and cultural landmarks were featured.

- The Arts Council received a grant in the amount of \$25,000 from the National Endowment for the Arts to support Public Art ACTS, a new project developed in collaboration with the Underground Railway Theater. Public Art ACTS includes the creation and presentation of theatrical performances in response to public art sites in Cambridge. Working with professional actors, apprentices, and youth, this program will engage the community in dramatic presentations on site and will use theater to pose questions about the meaning of public art in different urban environments.

- The New England Foundation for the Arts awarded CAC a \$5,000 planning grant for Public Art/Movable Site. The goal for this grant is to develop the concept for a three-state public art exhibition series. Working with arts organizations in two other New England states, the Cambridge Arts Council will develop the proposal for commissioning artists to create public artworks responding to three sites. Each of the three artworks will be installed in three different communities consecutively, creating a series of installations for each community.

- CAC received \$3,100 from the Massachusetts Cultural Council's Grant Program to continue development of a public art curriculum to be used in Community Schools, youth centers, and senior centers to educate youth on public art.

CAC Gallery

- CAC organized tours, artist talks, and panel discussions relating to its Gallery exhibitions: *Town Green and Backyard* (public art for the City Hall Annex and paintings by Mike Glier) and *Walls of Heritage, Walls of Pride - African American Murals* (a survey of the African American mural movement in the U.S.).

- Received a grant from the Artist Resource Trust of the Berkshire Taconic Community Foundation to design sculptural seating fabricated from timbers that were once part of the original 1871 Harvard Elementary School building that became the City Hall Annex at 344 Broadway. These benches will be used as permanent seating elements for the new CAC Gallery.



Opening reception in CAC Gallery for *Walls of Heritage/Walls of Pride* exhibition. (credit: Cambridge Arts Council)

Conservation & Maintenance

- Commissioned Art Conservation Associates (ACA) to complete re-assessment and routine maintenance of 97 publicly sited artworks in the City's collection during the 2003 summer season. ACA was also commissioned to continue maintenance of sculptures and objects during the summer months while painting conservator Lydia Vagts will maintain murals in the City's collection.

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, and maintain accurate ownership and property information.

Highlights and Accomplishments

- In January 2004, we continued our full list and re-measure program for all residential properties. This program will update our records with the most accurate information on the condition and physical characteristics of residential real estate in the City of Cambridge. The residential property lists are sending out inspection request cards, following-up with telephone calls, knocking on doors and leaving reminders at properties to call the office.
- The department is in its second taxing year of producing values with the state-of-the-art CAMA (computer assisted mass appraisal)

system for residential and commercial properties. This system by Vision Appraisal Technology is expected to provide taxpayers with better access to data by means of public research terminals and the capabilities for an enhanced Web page. We have taken digital photographs of 98 percent of residential parcels in Cambridge, which have been linked to the property record card. Taxpayers will soon be able to obtain a single document containing all descriptive information about their property along with a sketch and photograph.

- The Board implemented an improved business personal property valuation system with 340 additional pricing codes and the re-pricing of 1,100 others. The new software provides better listing and pricing capabilities and gives the business community a computerized definition of their inventory.
- The Assessing staff will continue to provide annual taxpayer assistance workshops to answer general property valuation questions and provide forms necessary for exemptions and/or abatements.

The chart below compares FY2003 and FY2004 taxable value for Cambridge:

	FY03 VALUE (000s)	FY04 VALUE (000s)
Existing Commercial & Industrial	\$6,219,424	\$6,208,032
New Commercial & Industrial	343,774	417,172
TOTAL COMMERCIAL & INDUSTRIAL	\$6,563,198	\$6,625,204
Existing Residential Property	\$10,620,244	\$12,004,650
New Residential Property	199,367	152,849
TOTAL RESIDENTIAL PROPERTY	\$10,819,611	\$10,819,611
Existing Personal Property	\$279,472	\$319,389
New Personal Property	88,455	124,480
TOTAL PERSONAL PROPERTY	\$367,927	\$443,869
TOTAL TAXABLE PROPERTY	\$17,750,736	\$19,226,572

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

- Completed all Massachusetts Department of Revenue reports prior to scheduled due dates.
- Continued to assist the internal and external request for

Accounts Payable and vendor inquiries.

- Worked with Community Development Department to set up the financial requirements for various affordable housing programs.
- Prepared City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available on the City's Web site for easy public access to the financial status of the City.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report.
- Continued to teach basic training for other departments in policies and procedures related to PeopleSoft accounting/billpaying functions.

Budget

David Kale, Director • City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire operating and capital budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council. Milestones in the budget process include the following:

Create City Manager's budget 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 reviews revenues and expenditures monthly and maintains a status report of expenditure balances and revenues received year-to-date by all City departments.

Highlights and Accomplishments

- Monitored and balanced the FY04 Operating and Capital budgets of \$407,966,192.
- Coordinated preparation of the bond disclosure statement and other related materials for the 2004 bond sale of \$35,165,000.

- Assisted in preparation of the City's FY03 Financial Statements.

- Prepared and published a FY04 budget summary document (32 pages) on the City's Web site to increase public access to financial information.

- Received, for the 18th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY03 Operating and Capital budgets.

- Continued to provide basic training in procedures related to the PeopleSoft financial system. In addition, as a result of user survey feedback, designed new financial reports and expanded department specific consultations/training.

- Conducted training workshops with department heads and fiscal staff to provide a smooth transition to the City's new revenue system used to record departmental revenues.

- Established a centralized fee structure for City departments to better project the impact of proposed fee increases and streamline the administration and collection of revenue.

- Designed and implemented capital request database to allow departments to submit capital requests online through the City's intranet.

- Focused department budget narratives on City Council goals.

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

- Winner of the Alliance for Community Media Hometown Video Festival for the City-TV-8 production of "Quest of a Lady Falcon."

- Produced "Town Green," a documentary that chronicled the installation of the art exhibit that is on permanent display at the City Hall Annex building at 344 Broadway.

- Developed a new logo and title, City TV-8, for the purpose of establishing a "brand-identity" for the channel.

- Provided full, live coverage of the "Cambridge Celebrates Marriage Equality" event.

- Produced a series of "Welcome To Cambridge" public service announcements featuring local and national Cantabrigians to help kick off the Destination Cambridge showcase of events held during the Democratic National Convention in Boston.

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 in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses).

Additionally, the City Clerk's Office 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. The Office also offers notary services to the public.

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 regarding City Council actions. The Office prepares and distributes the agenda for each City Council meeting. The City Clerk and the Deputy City Clerk attend and record all meetings of the City Council and the City Council Subcommittees. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a variety of inquiries from the public.



Television cameras zoom in as City Clerk Margaret Drury finalizes the paperwork for Tanya McCloskey and Marcia Kadish, who became the first same sex couple to legally marry in the nation.



Cambridge made history by becoming the first city in the nation to begin accepting same sex marriage intentions shortly after midnight on May 17, the day same sex marriage became legal in Massachusetts. Deputy City Clerk Donna Lopez takes a marriage intention. Also shown are Paula Crane, Mayor's Office and City Clerk Margaret Drury.

Highlights and Accomplishments

- Cambridge made history on May 17, 2004, twice in fact, as the first city in the country to accept marriage intentions from same sex applicants and the first to "officially" and legally marry a same sex couple. The City Clerk's Office opened at 12:01 a.m. on May 17, 2004 to accept marriage applications, and provided efficient and welcoming service to all marriage applicants on May 17 and thereafter. Staff worked with the City Council, the City Manager's Office, other City departments and members of the community to provide an appropriate celebration to mark this historic event.
- Provided staff support for 16 City Council committees, including the Economic Development Committee as it led the development and presentation of the *Buy Cambridge Initiative* and the development of a program of events to celebrate and highlight Cambridge around the time of the Democratic National Convention in Boston; the Neighborhood and Long Term Planning Committee as it presented a forum on the information-based economy featuring Professor Juan Enriquez; and the University Relations Committee as it developed an action plan for improving university-city relations and chose a focus for its next steps.
- Worked with the City Manager's Office and the MIS Department to implement and enhance Web-based production of the City Council agenda. In addition to greatly improving the public's access to the overall City Council agenda records, enhancements include improved tracking of legislative history of ordinances and other calendar items and a new indexing system.
- Completed vault map/plan storage upgrade and developed a plan to make historical zoning maps more available to the public for zoning research while protecting fragile and irreplaceable originals. Fully implemented upgrade of archival storage for all recent original vital statistic records.

City Council

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

The City Council, the policy setting arm of the City, 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.

Policy-Making/Legislation. Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council's chief legislative officer. The Council organizes into committees which have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

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

Governmental Relations. This allotment supports the Council's 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.

Highlights and Accomplishments

Worked with the Economic Development Committee to coordinate the successful *Buy Cambridge Initiative* Forum.

Assisted in the coordination of a program of events to celebrate and highlight Cambridge during the time of the Democratic National Convention in Boston.

Facilitated approximately 25 square dedication ceremonies initiated by the City Council.

Worked with the City Clerk's Office, which was the first Clerk's Office in the Commonwealth to legally issue same sex marriage licenses, and assisted in ensuring that City Hall opened at 12:01 a.m. on May 17, 2004 to provide efficient and welcoming service to all marriage applicants on May 17 and thereafter.

In collaboration with the City Manager's Office, oversaw all arrangements to ensure that the entire City Hall complex was appropriately decorated and had a festive atmosphere in keeping with the spirit of the historic event of same sex marriage celebrations.

Assisted in the coordination of the Forum on the information-based economy featuring Professor Juan Enriquez.

Coordinated the City Council Inaugural ceremonies in January 2004.



2003-2004 Cambridge City Council. Seated (left to right): Henrietta Davis, E. Denise Simmons, Mayor Michael A. Sullivan, Vice Mayor Marjorie C. Decker. Standing (left to right): Councilors Anthony D. Galluccio, David P. Maher, Kenneth E. Reeves, Brian Murphy and Timothy J. Toomey, Jr.

Goals of the City Council

- Provide high quality ongoing services to residents, improve access to these services and increase opportunities for public participation in local government.
- Preserve and expand the supply of permanent affordable housing.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the city & support neighborhood preservation and enhancement. Value and support the racial, socioeconomic and cultural diversity of our city.
- Provide high quality public safety services and maintain high level of public confidence in these services.
- Foster improvement of air quality, in particular through creative approaches to traffic, parking and transportation needs of residents and businesses.
- Maximize the benefits of new and existing economic development and university activities to improve the life of the city.

City Manager

Robert W. Healy, City Manager; Richard C. Rossi, Deputy City Manager
City Hall • 617.349.4300

The City Manager is the Chief Executive Officer of the City and is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns.

Included in this department are the Affirmative Action Office (see more on pg. 7) and the Public Information Office. The Cambridge Office for Tourism, which is a non-profit agency, receives City funds budgeted in this department; the Deputy City Manager also serves as a Board member.

Highlights and Accomplishments

- Cambridge continued to be one of only six cities in the nation to attain three AAA ratings from major credit rating agencies. The high rating allows the City to finance capital projects with low interest rates, ultimately saving taxpayers millions of dollars.

- The City initiated creation of over 90 new affordable rental and homeownership units in FY04, including redevelopment of two City-owned sites. The Trolley Square site will be developed into 32 rental and 8 homeownership units, along with community retail and open space, and the former North Cambridge VFW building will be renovated into 9 affordable condominium units. Development of both sites will benefit surrounding areas while providing much-needed affordable housing for Cambridge families. The City also assisted over 65 households through its low-interest home improvement loan programs. These programs help low- and moderate-income households make home improvements and support preservation of the City's housing stock. The City also continued to offer programs for first-time homebuyers, educating more than 500 people in homebuyer classes, providing counseling to more than 150 people, and helping 7 Cambridge families purchase a home with financial assistance.

- Continued participation, in cooperation with chief executives from neighboring communities and the Metro Mayors Coalition, in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption, and group health insurance.

- Held public meetings of the Community Preservation Act (CPA) Committee and made formal recommendations to the City Council for FY04 funding of affordable housing, historical preservation and open space projects under the CPA. In Fall 2004, the City received \$5 million in state matching funds under provisions of the CPA to supplement the Community Preservation Fund.

- Continued to work with the state's Department of Conservation and Recreation in a unique partnership where the City has provided funds to renovate Magazine Beach Park in exchange for priority scheduling for Cambridge residents. This situation will provide the opportunity to prioritize Cambridge youth sports, such as Little League, at the site. The design phase of the project is complete and construction is anticipated to begin in 2005.

- Organized the eighth annual Danehy Park Family Day in September 2003. Each year, over 4,000 Cambridge residents enjoy free rides and food, experience the arts, learn about public safety, and enjoy the outdoors at our award winning recycled open space facility. Many City employees generously volunteered their Saturday to help make this event a great success.

- Helped organize events surrounding Cambridge becoming the first city in the nation to accept state-sanctioned, same-sex marriage intentions. Assisted the City Council in hosting a special reception and celebration on the evening of May 16th in preparation for the midnight filing of the first intentions.

- Solicited nominations for the Annual Outstanding City Employee Awards and presented awards to nine City employees from various departments.

- Coordinated planning for all City departments and other local agencies in the area of Homeland Security, and for security and traffic issues prior to the Democratic National Convention.

- Worked closely with the City Council's Economic Development Committee and various City departments to plan and manage a series of events in July 2004 aimed at showcasing the rich culture, diversity, history and public art in Cambridge.

- Assisted the City Council in appointing a committee to oversee implementation of the Riverside Agreement negotiated between the City and Harvard University.

- Provided support and leadership to Citywide advisory committees, including the Fresh Pond Advisory Board, Open Space Committee and Riverside Oversight Committee.

- Continued to represent Cambridge on the Tri-Community Watershed Council, a committee of Cambridge, Arlington and Belmont representatives and citizens, whose purpose is to jointly address flooding issues in the Alewife Brook watershed.

Major Capital Projects

Each year, the City completes, continues or launches major renovation, reconstruction or building projects. These projects range from park and playground construction to improvement of the City's sewer and stormwater infrastructure to plan 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 facets of major construction. Listed below are some of the projects we concluded and others we continued to work on during the past year:

City Hall Renovations: Continued renovating interior offices and common areas of City Hall.

City Hall Annex Remediation: Completed renovation and restoration of the City Hall Annex at 344 Broadway. Building renovations were carefully designed to result in a "green building" for certification by the LEED (Leadership in Energy and Environmental Design) Green Building Rating System. The five City departments that were displaced during the renovation, Traffic and Parking, Community Development, Arts Council, Conservation Commission and Animal Commission, moved back into the Annex

in February 2004, with an official re-opening ceremony on February 26. In May 2004, the Annex received a Preservation Recognition Award from the Cambridge Historical Commission for the historic preservation components of the project. The building is expected to receive a silver or gold rating from the LEED program.

Main Library Renovation and Expansion Project: Worked with the design team toward completion of design development for the new Main Library on Broadway. Continued an open and comprehensive public process, including regular meetings of the 18-member Design Advisory Committee and hearings with the Mid-Cambridge Conservation District Commission. The fully renovated building will include a major addition that will preserve the historical integrity of the building and surrounding grounds, while providing increased energy efficiency (in accordance with the LEED green building design guidelines) and enhanced pedestrian and vehicular access throughout the site.

Sewer Separation and Stormwater Management Projects: Over the last year, the City completed an important stormwater management project on Bellis Circle to help alleviate neighborhood flooding. Other sewer separation and stormwater management projects nearing completion include Agassiz (Beacon Street) and Harvard Square phase 2 utility work. Construction continues with the Cambridgeport Roadways and the new outfalls at Amesbury and Pearl Streets. Design has been completed and construction will begin shortly for a sewer separation and stormwater management project in Porter Square. Design has also been completed for projects in Agassiz (Myrtle/Magnolia), Harvard Square Phase 3 and the Library Expansion Project. Design of a new stormwater outfall to enable the sewer separation of the CAM004 neighborhood in Alewife continues. Construction of the outfall and Alewife stormwater wetland is anticipated to begin in July 2005. The City also continues to remove common manholes. All of these projects incorporate 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.

Squirrel Brand Park: Awarded the contract for construction of a new park at the former Squirrel Brand factory site on the corner of Broadway and Boardman Streets in Area 4. The park will include new shade and fruiting trees, lawn areas, benches, pathways and small play structures adjacent to a reconfigured community garden. Construction is expected to be completed by fall of 2004.

Donnelly Field: Initiated construction of the planned renovations to Donnelly Field, which include improvements to the Little League and softball fields, an updated tot lot, new turf, drainage, bleachers, fencing, lighting and other public amenities. Construction is expected to be completed by the fall of 2004.

Dana Park: In accordance with the City's plan to replace existing wood structure play equipment, construction was initiated at Dana Park to upgrade the site with new play equipment, fencing improvements and resurfacing of the playground. The project is expected to be completed in October 2004.

Lowell School Park: Began renovation of the Lowell School Park from a large active playground to a smaller playground with a passive area with flower gardens and other amenities. The project is expected to be completed in September 2004.

Franklin Street Park: This small neighborhood park in the Riverside area underwent a significant renovation in the spring of 2003 and was featured in the July 2004 issue of Landscape Architecture Magazine, an international publication that awarded the project its Editor's Choice Award.

Maple Avenue Park: A renovated toddler park was completed in June 2004, including unique play equipment, safety surfacing, lighting, irrigation, sidewalks and landscaping improvements.

Russell Field: Construction drawings were completed and a contract was awarded for the construction phase of the Russell Field Renovation Project. This project includes environmental remediation, renovation of the football field with state-of-the-art artificial turf, renovation of the multi-use field and two little league fields, construction of a new tot lot, improvement of pathways, lighting and parking and construction of a new field house, providing locker rooms, training rooms and a concession area for Cambridge athletes and visitors. A \$200,000 grant was awarded to the project by the NFL Grassroots Football Field Program.

Cambridgeport Roadways: Construction began in late summer of 2003 on this major roadways project that will mitigate the traffic impacts of significant new commercial development in Cambridgeport. Construction will be substantially complete in fall of 2005. This project has been jointly funded by the City of Cambridge and MassHighway.

Public Information Office

A part of the City Manager's staff, the Public Information Officer (PIO) serves as a liaison to the media and assists City departments in promoting their programs and services. The PIO also produces various City publications, develops information for the City's Web Site and communicates City information to employees and external audiences.

Highlights and Accomplishments

- Continued developing the front pages of the City's Web site with new entries daily to establish it as a primary location that residents can go to for information.
- Produced a new edition of Living in Cambridge resource guide.
- Worked with Finance Department to improve marketing of City Scholarship Program, resulting in a 17% increase in donations.
- Produced the fall 2003 and spring 2004 biannual community newsletters, CityView, which were mailed to over 48,000 Cambridge households.
- Produced the FY03 City of Cambridge Annual Report.

Community Development

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

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

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 greenhouse gas emissions and 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 through public processes 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.



Just A Start began construction at Scouting Way, where new construction, combined with renovation of an existing historic structure, will create 13 affordable family-sized rental units adjacent to Sennott Park.

Highlights and Accomplishments

- Completed the sale of 31 homeownership units to first-time homebuyers. Of these units, 20 were created through the City's Inclusionary Zoning program, 4 were created through the non-profit development program, and 7 were acquired through the City's middle-income homebuyer program.
- Working with local non-profit, commenced development of 27 affordable housing units at Scouting Way in Area Four, the former Joyce Chen site in North Cambridge, and on Bolton Street in Neighborhood Nine.
- Completed the Concord-Alewife Planning Study, which includes recommendations regarding land use, zoning, urban design, and transportation. These include encouraging transit-oriented, pedestrian-friendly, mixed-use development to create a vibrant urban environment; creating height, density, and open space transitions adjacent to existing Highlands neighborhood; encouraging improved connections throughout the study area and to the Alewife T station and nearby open space; and encouraging low-impact development for improved stormwater handling. Recommendations will be forwarded to the City Manager and Planning Board in fall 2004 for submission of a zoning petition to the City Council.
- Completed 10 façade improvement projects, issued 5 Retail Best Practices grants, and held workshops for more than 40 retailers to support small-scale entrepreneurs.
- Supported 30 Cambridge residents enrolled in bio-medical and healthcare training programs through two community-based non-profits. These programs provide Cambridge residents with opportunities to prepare for jobs in the biomedical field and advance in health care careers. Events organized this year to promote job opportunities for Cambridge residents included: the Just A Start Biomedical breakfast for human resources representatives, the Chamber of Commerce Breakfast on Youth Development, and the Medical Career Forum at Cambridge Hospital.
- Completed the master plan for Harvard Square including roadway, sidewalks, lighting, and landscaping improvements. Completed design process for Porter Square, including redesign of roadways and design of a new plaza to improve accessibility and enhance the streetscape for pedestrians, cyclists, and motor vehicles. Received bids for the Mass. Ave./Lafayette Square roadways and plaza project and the Yerxa Road underpass project, with construction of both scheduled to begin in fall 2004.



Façade improvements at 80 River Street were completed this year as part of the City's Façade Improvement Program, which provides matching grant funds to upgrade commercial storefronts.



Construction and renovation of affordable housing took place throughout the city. This new development on Western Avenue in the Riverside neighborhood will provide six affordable rental units.

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 ninth year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust. The Trust was supported with a \$8.48 million allocation of funds from the City's Community Preservation Act funding in FY04. A total of \$42.4 million in City funds has been contributed since 1995 to create or preserve over 2,500 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, including 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 financial assistance. In addition, the City supports affordable housing production through planning and zoning policies. 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 created or preserved over 90 new affordable rental and homeownership units in FY04, for example:

- Began redevelopment of two sites formerly owned by the City. Homeowners Rehab Inc. was designated developer of the Trolley Square site, which will include 32 rental and 8 homeownership units, along with community retail and open space. CASCAP was designated developer of the former North Cambridge VFW building, which will include 9 affordable condominium units.

- Worked with CASCAP to acquire a 6-unit rental building on Cambridge Street and the Cambridge Housing Authority to acquire 6 scattered-site condominium units. These acquisitions were made with allocations from Community Preservation Act funds.

- Worked with private developers to implement the Inclusionary Zoning Ordinance to create new affordable housing throughout the city. Since the inception of the program in 1998, 135 rental and homeownership units have been created.

- Working with Homeowner's Rehab. Inc. and Just A Start, assisted over 65 households through the City's low-interest home improvement loan programs. These loan programs help low- and moderate-income households make home improvements and support preservation of the City's housing stock.

- Educated more than 500 people in First Time Homebuyer classes and provided one-on-one counseling to over 150 people. In addition to the homebuyer education classes, special classes were offered for owners of limited equity units, recent homebuyers, and households interested in multi-family homeownership. In addition, approximately 400 people received tenant/landlord mediation services through the City's collaboration with Just A Start.

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 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.



Renovations to the Franklin Street Park included new lighting and site amenities, tree work, and improved access.

- Agreement was reached between Harvard University and the City which commits the University to a reduced scale of development and significant contributions of affordable housing and open space in Riverside, in exchange for zoning which allows graduate student and affiliate housing. Other efforts included work with the community, Planning Board, and City Council, culminating in Council adoption of new zoning governing rooftop mechanical equipment, and new, lower zoning in Cambridgeport along Memorial Drive.

- Completed park improvements at Franklin Street, Lopez Street, and Maple Avenue parks, and water play modernization at Hoyt Field, Sennott Park, and Gannett/Warren Pals Park. Commenced construction at Lowell School Park and Dana Park.

- Worked with neighborhoods bordering Porter Square to address community concerns relating to planned development in the area, including the MBTA's plans for air rights over the commuter rail tracks. Completed neighborhood study updates for the Neighborhood Nine and Wellington-Harrington neighborhoods. Commenced neighborhood study process for Neighborhood 10.

- Worked with representatives from Agassiz Neighborhood and Harvard University in the Agassiz Working Group to discuss Harvard's plans for development of the North Yard portion of the campus. This group, expanded to include representatives from Neighborhood Nine and Lesley University in preparation for upcoming discussions of Harvard's Law School plans, will continue to meet in the coming year.

- Conducted design review of development projects citywide, including early buildings at North Point, One First Street, 303 Third Street, continuing work at Cambridge Research Park, a biotech research institute at Cambridge Center in Kendall Square, and the last buildings at University Park. The Planning Board approved design guidelines for redevelopment of North Point.

- Updated the demographic profile of the City and housing market information based on an analysis of the most recent census data; completed redesign of the Department Web site and prepared a new open space map set to expand online resources available to City residents.

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.

- Updated the labor survey and report, "Education and Skills for the New Economy," to help analyze current and future labor market trends and the workforce needs of Cambridge employers. Survey results will help shape the City's employment and training initiatives.



CDD's Economic Development Division staff provided technical assistance to business owners throughout the city, among them, Ngodup Sangpo and Bomdon Ngodup of Tibet Arts.

- Provided assistance to over 200 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis.

- Assisted 10 Cambridge businesses in completing façade improvements by providing technical assistance and matching grants. Facades completed this year included India Food and Spice, near Central Square; Spirit Restaurant, in North Cambridge; Kirkland Cleaners; and Pugliese's Restaurant, in East Cambridge. At the end of FY04, 32 additional projects were in the pipeline for this program, which enhances the character and appeal of the City's commercial districts.

- As part of the Best Retail Practices Program, presented two workshops and provided individual consultations to more than 40 Cambridge retailers interested in merchandising, design upgrades, marketing and operational improvements. Provided

five matching grants of up to \$5,000 each to assist with the implementation of suggested improvements.



Facade improvements, such as this one at 2046 Mass. Ave. in North Cambridge, were completed throughout the City to enhance the character of the retail environment.

- Supported small and women and minority-owned businesses by organizing three events to enhance networking opportunities and promote partnerships with larger Cambridge companies and other potential purchasers of good and services: the DNC Forum, Buy Cambridge Initiative, and SOMWBA certification workshop.

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.

- Designed traffic calming improvements for Sparks Street (Huron to Brattle), Buckingham Street, Cardinal Medeiros Avenue, Cameron Avenue and Richdale Avenue. Completed a study of the impacts of bicycle lanes on cyclist and motorist behavior. Completed a feasibility study for building a multi-use path along the Grand Junction railroad connecting East Cambridge to the Charles River pathway system and the future Minuteman extension through Somerville.
- Working with the Climate Protection Action Committee, conducted outreach to businesses, residents, and the universities on climate change and opportunities to take action. Projects included creation of an energy award for businesses, initiation of ecoteams, encouraging construction of green buildings, and initiatives to make City operations more energy efficient. Provided assistance to other City departments on energy management and alternative fuel vehicles.
- Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance. Administered biennial commuter survey to City employees. Worked with the MBTA to complete environmental impact report for Phase 2 of the Urban Ring project.
- Obtained state and private sector funding for third year of the EZ Ride shuttle and carried out additional marketing efforts for the service. With 14 private sector partners supporting its operation, shuttle ridership grew by nearly 20% during FY04.
- Deleaded and preserved the affordability of an additional 65 residential units occupied by low or moderate income families, reaching a total of 585 units deleaded through the Lead-Safe Cambridge program since it began in FY95. Provided information and education to approximately 7,000 individuals at outreach events and targeted mailings to reach an additional 17,000 people. Enhanced the City's workforce development efforts by providing a free four-day deleading training for 20 contractors/supervisors.



The Go Green Family Bicycle Tour of Cambridge was one of many events held in May to promote the use of alternative transportation.



During a series of public meetings, community members provided input for the redesign of Harvard Square. Construction of streetscape improvements will begin in FY05.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



City of Cambridge Watershed: Lincoln, MA

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 14 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 Master Plan Citizen's Advisory Committee. 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. The Commission has worked to fulfill the goals of the Fresh Pond Master Plan.

- Reviewed and Edited the "Cambridge Wetlands Inventory." 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 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 worked 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.

- Served on the Tri-Community Flooding Committee with representatives from Arlington, Belmont and Cambridge. The purpose of the Committee is to answer the questions: why is there flooding in the Alewife Brook and what can we do to prevent flooding. Compiled and edited the Spring 2004 "Draft Progress Report."

- 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.



Fresh Pond Reservation: Black's Nook

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

- Acting on behalf of the Massachusetts Consumers Coalition (www.massconsumers.org) offered testimony at hearings in the State House on pending legislation that impacts consumers such as Anti-Spam, Rent Escrowing and Sub-Metering for water bills, Credit scoring, Identity Theft and use of RFID tags by retailers.
- Added helpful new information to the Council's Web page, www.cambridgema.gov/consumer, including advice on hiring home improvement contractors and smart consumer practices; produced a monthly consumer column that appeared in Angie's List newsletter at www.angieslist.com.
- Continued participation in national consumer organizations and conferences through the Director's involvement as an Executive Board Member of Consumer Federation of America and National Association of Consumer Agency Administrators.

Election Commission

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

The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers and ballot question petitions, its role was expanded in 1987 to include management of municipal campaign finance reporting. In 1991, it was designated to administer and enforce the City's Ethics Ordinance.

Highlights and Accomplishments

- Conducted 2003 Municipal Election in 33 precincts for the first time in a City election since 2001 redistricting. The 38% turnout of 20,958 voters was the highest in a municipal election since 1993.
- Mailed ballot question information, specimen ballots, polling place maps, and PR brochure to all voter households prior to the municipal election.
- Conducted 2004 Presidential Primary Election in which 14,144 voters cast ballots in a 25% turnout. Implemented new Provisional Voting requirements pursuant to the Help America Vote Act (HAVA).
- Expanded outreach to voters prior to both elections through city-wide signage and educational displays.
- Conducted an accessibility review of polling places with the Cambridge Commission for Persons with Disabilities and the Massachusetts Commission on Disabilities and expanded implementation of remedial measures. All polling locations will be fully accessible by the 2004 September State Primary and General Election in November.
- Significantly increased signage at polls to assist all voters, particularly persons with disabilities and seniors. Emphasized in training for all pollworkers issues of polling place access and non-discriminatory treatment for persons with disabilities.
- Cooperated with Meals-on-Wheels to provide voter registration forms and absentee ballot applications to home-bound Cambridge residents.
- Offered voter registration training to 90 community groups; staffed registration sessions at 12 community events and at the High School graduation; and held 13 Saturday sidewalk sessions in Lechmere, Central, Inman, Harvard, and Porter Squares.
- Data Entry staff processed over 10,000 voter registration records, 1,573 absentee ballot applications, and 33,000 census forms.
- Conducted 2004 City Census via a 40,000 household mailing. Implemented a first-time hybrid process to gather information from multi-units, including direct mailings to residents and requests to building owners, managers, public housing, and condo association officers. Provided 2,400 voter registration forms to residents who requested them through the Census.
- Administered required filing of Statements of Financial Interests under City's Ethics Ordinance.
- Scheduled information sessions with new municipal candidates on City's Ethics Ordinance and State Campaign Finance Reporting. Administered Campaign and Political Finance Reporting for School Committee candidates and political committees. Posted City Council, School Committee, and ballot question committee reports online.

Electrical

George Fernandes, City Electrician • 250 Fresh Pond Pkwy., Cambridge • 617.349.4925

The Electrical Department was established to oversee street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings, and parks and outdoor recreational areas. In addition, the department is charged with the installation and repair of communications systems, such as departmental telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks for City buildings. The Department also oversees the installation of cables, conduits and equipment installed by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- Installed new lighting in Maple Ave. Park and Lopez Street Park in conjunction with park renovations, and coordinated electrical installations for new lighting for Donnelly Field.
- Completed electric and communications wiring during renovations of Employee Benefits offices, and have started working on the Citywide Conference room; the Department is also in the process of upgrading electrical systems, fire and security systems and telephone and data networks for the relocation of the Main Library to a temporary location while a new library is built.
- Installed local area data networks and telephone wiring for various departments.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system; we have also installed emergency call boxes in Maple Ave Park, Lopez Street Park and Donnelly Field. The Citywide fiber network has been extended to include the Cambridge Cemetery.
- The Department is actively negotiating with Nstar to finalize the cost of the purchase of the street lighting from NSTAR Electric, which will then be maintained and managed by the City.
- Installed holiday lighting on street trees and temporary trees, and assisted with installation of lighted banners in Harvard and Central Squares.

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 non-emergency calls regarding 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 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 35,000 911 calls.
- Helped coordinate the City's general response to the security requirements of the post 9/11 era including emergency response planning, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.
- Helped coordinate and plan the security preparations for the Democratic National Convention.
- Supported over 25 computerized systems (most of which require 24-hour continual operation); upgraded the server operating system and mobile data laptop environment, and helped program and start up the Fire Scheduling and Fire Incident Reporting systems.
- Managed tactical communications for major annual events including Head of the Charles, the Fourth of July, and special dignitary visits.
- Planned, procured, and installed equipment to create the City's Emergency Operations Center in the Water Department.
- Automated the testing and maintenance of fire boxes; installed new zone-based alarm monitoring for all City buildings; and replaced the public safety paging system.
- Upgraded and improved all dispatcher radio consoles and the main radio system infrastructure as the final component of a 3-year radio modernization project.
- Acquired and managed the acquisition of cell phones for all key City and public safety staff, equipping each with up-to-date calling directories.

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 to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- The events of September 11, 2001 continue to be disturbing to Cambridge and its residents. The department provides information to Cambridge residents on terrorism and ways to prepare for possible consequences of terrorism.
- Maintained and updated the Department's Web page 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.
- Due to increased concern over potential terrorist acts, there was additional 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. For the last two years, the Department has organized a Unified Command Center for this event at the City's Emergency Operations Center, with participation by city, state and federal public safety agencies. For the Fourth of July, which draws large crowds 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 included participation from many federal, state and local agencies.
- The Department continues to work closely with Cambridge public schools on public safety planning.
- This past year, the Department was heavily involved in planning for the 2004 Democratic National Convention in Boston, which was expected to have an impact in Cambridge.
- The Cambridge Auxiliary Fire Department (CAFD) had 17 members who are supervised and trained by the Cambridge Fire Department. CAFD operates a pumper converted to function as a lighting plant unit. During the past year, CAFD responded to numerous multiple alarm fires in Cambridge and nearby cities and towns and also assisted the Cambridge Police by lighting up emergency scenes.
- The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police Department, for managing the Cambridge Auxiliary Police Department. CAPD is supervised and trained by the Cambridge Police Department and has developed the capability to respond rapidly to incidents. 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. The CAPD is notable for the long-term dedication of its officers.
- The Director of the Department continued assisting the MEMA 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 2 meter along with HF and 6m. Amateur radios provide an emergency link to state agencies, which would be available in the event of telecommunications failure.



Cambridge Emergency Management Director David O'Connor, Boston 4th of July producer David Mugar and FBI Agent Greg Contrevitch.

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, and Personnel functions, these departments are located alphabetically in this annual report and include separate overviews and highlights.

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 of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

Revenue Collection/Treasury

Claire Spinner, Director of Financial Systems & Operations

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.

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.

- Issued \$35 million in General Obligation Bonds to finance various projects throughout the City, including library construction, street construction, building renovations, sewer reconstruction, open space improvements, Yerxa Road Underpass construction, War Memorial renovations, automated water meter reading system and fire station renovations. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.97%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 18th consecutive year.
- Increased the amount of donations to the City Scholarship Fund by 17% by increasing solicitation efforts. Thirty-two Cambridge residents received scholarships of \$2,500 from the City Scholarship Fund.
- Monitored the collection and disbursement of Community Preservation Act funds. Appropriated/reserved a total of \$24.1 million of CPA funds, of which approximately \$10 million was attributable to state matching funds.



2004 recipients of the annual City Scholarship pictured along with City officials.

Fire

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



Lt. Higgins, firefighter M. Donovan, and firefighter Steve Milliken remove a woman trapped in a fourth floor apartment over Ladder 3's aerial ladder. (photo: Dan O'Neil, Salvation Army)

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 underground subway track, and deep bore tunnels 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.

Although the Fire Department has been a leader in preparing for specialized emergencies, the world issues we now face have resulted in even greater responsibilities. Participation in grant committees and regional collaborations has resulted in successful grant awards to further bolster the Department's and City's needs. The Cambridge Fire Department is involved with statewide interoperability communications, regional mutual aid districts, and supplies testimony on various fire related issues to our legislative representatives. The Fire Department's motto is: "Our Family Helping Your Family."

Highlights and Accomplishments

- Completed renovations to the Taylor Square station. The rehab included replacement of the apparatus and basement floors, windows, doors, façade and historical details of this prominent fire house. The structure is approaching its centennial and now has received upgrades to the major systems of the building, as well as new alarm and sprinkler systems. Emphasis has been placed on making the building energy efficient and providing a safe environment for the firefighters. The project was successful in providing a modern upgrade with a thoughtful approach to maintaining the historical profile of the neighborhood.

Replaced Engine Company 9 with a 2004 Pierce 1250 GPM fire pump at the Lexington Ave. station. The new Engine 9 has a computer-controlled engine that is more fuel efficient, quieter, and environmentally friendly, and replaces a 1989 vehicle. The present 1989 Engine 9 was taken in trade by the dealership.

- Refurbished Ladder Company 1 located at Fire Headquarters in Harvard Square. Pierce Manufacturing of Appleton Wisconsin refurbished this 1992 105-foot aerial ladder. The work included update of the aerial device, structural bodywork, and electrical safety upgrades. The overhaul should extend the life of this aerial for approximately 10 years.

- A new Emergency Medical Services (EMS) paramedic plan was approved. The Region 4 medical panel has approved a model plan for improving Advanced Life Support services in the City of Cambridge. The approved system will utilize firefighters/paramedics from the Fire Department, and Professional Ambulance to dramatically improve response capabilities throughout the city. The system is being implemented this summer.

- A new Rescue 1 has been placed into service at the Harvard Square station. The new Rescue 1 is a Spartan fire chassis manufactured by Road Rescue. This first of a kind EMS Rescue vehicle carries additional specialized extrication equipment necessary to deal with variety entrapment situations. Rescue 1 is a key component to the new EMS plan.



Firefighters work to remove two trapped occupants of a one-car motor vehicle accident vs. a hydrant on Binney Street. (photo: CFD Lt. Brian Higgins)

- Received and trained members on two mobile decontamination trailers that will be available for deployment throughout the City and both Emergency Rooms at the Cambridge and Mount Auburn Hospitals. The decon units provide large-scale capacity to decontaminate persons who may have been exposed to chemical or biological agents. Extensive training was required to establish protocol, set up locations, and practical sessions at both hospitals, as well as simulated training exercises.
- Received a Homeland Defense Grant for 721,725 which provided for protective equipment for public safety personnel, an explosives bomb containment vessel, and bomb robot for the Police Department. Other areas were extrication equipment, communications interoperability equipment, hazardous material equipment, and cardiac defibrillators. An additional grant to fund training with the new equipment in the amount of \$190,000 has also been allocated for use in calendar year 2004.
- Established a Terrorism liaison position to further expand our interagency cooperation, and information sharing with both state and federal agencies. This liaison officer coordinates and schedules training for members with the Office of Domestic Preparedness training programs. Over 50 members have attended these out-of-state weeklong advanced Hazmat programs.

Fire Suppression

The Fire Suppression 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

The Fire Prevention 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 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

The Training 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 opportunities, 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 and incident mitigation training. The SARA office conducts fire safety training sessions in elemen-

tary 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

The Technical Services Division ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing equipment and buildings to procuring and repairing communication equipment for all City departments. The TSD 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.



Firefighters extricate a construction worker from a trench collapse. (photo: CFD Lt. Brian Higgins)

Health

Harold Cox, Chief Public Health Officer • 119 Windsor St., Cambridge • 617.665.3800

Cambridge Public Health Department (CPHD) is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The Department's mission is to protect the health of Cambridge residents, workers and visitors. Services include communicable disease prevention and control, school nursing, indoor air quality inspections, hazardous waste site inspections, disaster planning, violence prevention, West Nile virus response, childhood asthma prevention, tobacco control, children's dental health, and health advocacy.

The Department also oversees the care and use of laboratory research animals, and regulates recombinant DNA research, massage therapists, body art establishments, ice rinks, and tanning salons. Health data analysis is provided to the Department by the Institute for Community Health. The Department is advised by the Cambridge Public Health Subcommittee, the Joint Public Health Board, and the City Council's Health and Environment Committee.

In June 2004, the Cambridge Public Health Subcommittee selected six health priorities for the City of Cambridge: healthy weight and physical activity, substance abuse, HIV/AIDS, health disparities, healthy housing, and violence prevention.

Highlights and Accomplishments

Public Health Nursing Program

- Nursing staff held 27 flu clinics at senior housing complexes, homeless shelters, and other locations. More than 2,500 people received vaccinations.
- CPHD and the American Red Cross sponsored a blood drive at The Cambridge Hospital.
- In celebration of same-sex marriage, staff provided premarital blood tests to 244 people in May.
- In response to a hepatitis A outbreak in Boston, staff provided education and administered vaccines to at-risk Cambridge residents. Staff also helped the Arlington Board of Health administer more than 2,700 doses of immune globulin to people exposed to Hepatitis A at a local restaurant.
- Nursing staff continued to serve as care managers for patients with active tuberculosis.

School Health Nursing Program

- Trained school bus drivers to use EpiPens® to treat child passengers who experience life-threatening allergic reactions.
- In December 2003, the Department began developing an automatic defibrillator program for the Cambridge schools.
- Six school nurses attained the highest level of practice in the Alliance's Clinical Ladder Program.
- Hired a part-time nutritionist to support healthy weight programs in the Cambridge public schools.

Community Health Programs

- Staff helped prepare bars, restaurants, and private clubs to go smoke-free on October 1, 2003. The Department also notified the city's other 4,000 businesses about their responsibility to maintain smoke-free workplaces.

- Provided dental screenings to 2,303 children in 14 elementary schools (including non-public schools) in FY04. Of these children, 34% were referred for treatment, of whom 5% required urgent care.
- The new violence prevention coordinator (hired in November 2003) organized community forums on elder abuse, reconvened the Domestic Violence Free Zone core group, and worked with hospital staff to enhance response to patients who may be victims of domestic violence.
- The Cambridge Walks campaign organized the "Walk with Your Children" mapping project and the Golden Shoes hunt (in collaboration with the Cambridge Arts Council).
- Through its Let's Talk campaign, the Agenda for Children Literacy Initiative distributed 2,560 books to families; organized reading parties and parent-child activity events attended by 195 people; co-sponsored a Caring for Babies Forum attended by 120 people; gave Let's Talk presentations to 1,171 new and expectant mothers; and trained 14 literacy ambassadors.

Environmental Health Unit

- In FY04, Healthy Homes staff conducted 209 home visits to families of young children with asthma. The program's goal is to improve indoor air quality, safety, and delivery of clinical services.
- For World Asthma Day, staff organized events and distributed educational materials to 175 people.
- Continued to manage the City's response to the threat of West Nile virus.
- Conducted over 40 indoor air quality investigations in homes, workplaces, schools, and municipal buildings.
- Launched the Cambridge Small Business Hazardous Waste Collective.
- Worked with neighborhood groups to address environmental concerns, including the risk posed by asbestos in the soil at Russell Field and W.R. Grace; and the proposed construction in the industrial zone north of Fresh Pond.
- Licensed 45 massage establishments and 225 practitioners; 5 body art establishments and 28 practitioners; and 4 tanning salons in FY04.
- Staff worked with the Boston Public Health Commission to review the proposed biodefense (BL4) laboratory at Boston Medical Center.

Emergency Preparedness Unit

- The 4B Emergency Preparedness Region was awarded a two-year, \$1.2 million grant from the Massachusetts Dept. of Public Health. CPHD coordinates activities for the 4B Region.
- Received state funding to support the emergency department surveillance system, a hospital syndromic surveillance system, and emergency planning for the Democratic National Convention.
- Developed a mass vaccination plan in the event of a smallpox outbreak in Cambridge.
- Worked with the local emergency planning committee to organize a citywide disaster drill that involved a dirty bomb explosion.

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 3,500 buildings in two historic districts, five neighborhood conservation districts and 24 individual landmarks. Staff provides administrative oversight and supports the regulatory activities of the citywide Cambridge Historical Commission and four neighborhood commissions, all of which have volunteer boards made up of Cambridge citizens.

In FY04, the Commission reviewed applications for work at over 250 designated properties. CHC also 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; about 40 such applications were reviewed in FY04. CHC also manages restoration projects in historic public areas, such as Longfellow Park, the Old Burying Ground, and the Revolutionary-era Fort Washington; maintains monuments such as the bronze statues on and near Cambridge Common; and installs historic markers at sites throughout the city.

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. CHC staff meet regularly with property owners, developers, and local groups to explore historic preservation options and offer technical advice on building issues and historic paint colors. Community Preservation Act (CPA) funds have had a significant impact on the City's historic preservation program. In the past, CHC funded Preservation Grants of \$2,000-\$5,000; using CPA funds, the Commission has substantially increased the amount of each grant. In FY04, eight grants of \$10,000-\$30,000 were awarded to low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge residences. In May 2004, 12 exceptional historic preservation, restoration, and renovation projects were honored at the annual Historic Preservation Recognition Program.

In FY04, the Commission developed and presented 60 educational and informational programs to over 1,500 children and adults. CHC staff also assisted over 375 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 continues to rank among the top City departments for the number of online visitors. The Commission's publication program has expanded to include neighborhood oral histories. An oral history of East Cambridge will be published in late 2004.

Highlights and Accomplishments

- Encouraged neighborhood preservation and enhancement through design review of several large projects, including 114 Oxford Street, 90 Mount Auburn Street, and 12 Holyoke Street (Hasty Pudding theatre). Continued to monitor construction of Harvard's Center for Government and International Studies.
- Completed review of the Cambridge Public Library Main Library Expansion Project.
- Supported neighborhood preservation by initiating a joint Cambridge-Somerville Orchard Street District nomination to National Register of Historic Places.
- Completed the manuscript of a new book, tentatively titled *Old Cambridge: Architecture and Development*, to be published in 2005.
- Completed the manuscript of a new oral history, *All in the Same Boat: 20th Century Stories of East Cambridge*, to be published in December 2004. East Cambridge was a major industrial center and prime destination for immigrants in the 19th Century.
- Installed 13 historic markers in North Cambridge and a double-sided marker at Fort Washington in Cambridgeport. Through text and illustrations, the markers educate the public about important events in the city's past.
- Initiated a three-year project to restore and conserve the gravestones and monuments in the Old Burying Ground.
- Helped organize and present *Cambridge Discovery Walks*, a series of free neighborhood walking tours on July 5, 2003. Led by volunteer guides, the tours attracted over 250 participants and were so successful that the program will be offered again in 2004. The walks were sponsored by the Historic Cambridge Collaborative, an informal group of non-profit institutions organized to develop public programs that promote an appreciation of Cambridge history.
- Supported by a grant from the Massachusetts Historical Records Advisory Board, CHC staff assisted local repositories, including the Cambridge Historical Society, the YMCA, and Christ Church, in writing research aids for their collections and entering cataloguing information on the National Union Catalogue of Manuscript Collections (NUCMC) Web site. Online records will improve public access to important Cambridge related material and information.

Human Rights Commission

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

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of the citizens and visitors of the city. The Commission is mandated to investigate and adjudicate complaints of discrimination in employment, housing, public accommodation and any violations of the Civil Rights Act. The Commission also educates the public about their rights and responsibilities under the law, advises the administration about issues affecting City departments and provides training to City employees.

Highlights and Accomplishments

- Hired a full-time Outreach Coordinator through collaborative effort with the Police Review and Advisory Board. Among other duties, the Coordinator will focus on Outreach Projects involving both the Human Rights Commission and the Cambridge Police Review and Advisory Board.
- Continued to receive funding from HUD through a one-year cooperative agreement in which HUD financially assists the Commission with its investigatory and adjudicatory works.
- Received a Partnership Initiative grant from HUD to develop a user-friendly Web site and a fair housing video. The two initiatives are being undertaken this year.
- Continued to secure a one-year memorandum of understanding with the MCAD to maintain the agencies' performance relationship in connection with case processing and enforcement work.
- Settled a Discrimination Complaint alleging violation of the City's Fair Housing Ordinance and the Title VIII of the Fair Housing Act for a record amount of \$30,000.
- Continued to collaborate with the Boston Fair Housing Center on projects to strengthen enforcement of fair housing laws. The Commission was able to initiate a systemic complaint alleging Fair Housing Act violations against a major realtor. The matter is currently under conciliation.
- Collaborated with the Cambridge Commission for Persons with Disabilities and the Law Department in strengthening the Cambridge Human Rights Ordinance by adopting the language of Title III of the Americans with Disabilities Act.
- Sponsored a Fair Housing Month Celebration in partnership with the Fair Housing Committee. Approximately 200 Cambridge students from sixth through eighth grade participated in the annual poster and essay contest. Businesses in Cambridge, notably Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, and several others donated money, savings bonds, and gift certificates as prizes.
- Continued to produce a newsletter, which is widely distributed to community organizations, City employees and interested citizens. The newsletter includes Commission news and legal news and analysis regarding discrimination law.
- Continued to provide training sessions on fair housing and employment discrimination laws to municipal agencies, Cambridge Schools and community organizations.

- The Director, recently appointed as a Board Member of the New England Region of the U.S. Commission for Civil Rights, continued to appear on televised community forums, community meetings, and various Governor's Advisory Councils and Boards to address issues relating to discrimination.

- Continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop responses.

- Continued to meet with municipal public officials and citizen's groups to advocate for the creation of local ordinances and human rights commissions modeled on the Commission.

- Continued implementing mediation as part of the Commission's enforcement mission. All formal complaints investigated by the Commission are subject to mediation before a determination on the case is made. Over 30% of cases were amicably resolved prior to a finding.



First Place Poster Contest Winner Elizabeth Amado at the 2004 Fair Housing Awards Ceremony.



First Place Essay Contest Winner Alex Cherenfant, with Mayor Michael A. Sullivan at the 2004 Fair Housing Awards Ceremony.

Human Services

Ellen Semonoff, Assistant City Manager for Human Services • 51 Inman St, Cambridge • 617.349.6200

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 launched the development of an online database and directory of human service programs to improve access to information about the wealth of services in the community. The Department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and collaborated with the School Department on implementing extended day programming to meet the needs of Cambridge students and their families.



Children from the Gately Youth Center's Summer Arts Program relaxing after a rehearsal.

Highlights and Accomplishments

- Served 71,212 meals in 29 sites throughout the city during the Summer Food Service Program. Meals were served at 18 open sites, including parks, MDC pools, housing developments and at 11 enrolled sites.
- Received recognition for the City as one of the finalists for most accessible city in the nation, highlighting the accessible taxi program, disability awareness programs for children and the monthly newsletter promoting accessible events and discussing policy related issues.
- Provided civic education to familiarize limited English speakers with their rights and responsibilities and registered new voters providing new residents with the opportunity to learn about the United States and their local community.
- 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 to incorporate children with significant special needs into existing programs.
- Fostered community by providing staff and programmatic support to numerous community celebrations including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Community and Youth Appreciation Day, Arts in the Park events, the 11th Annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.
- In collaboration with the Personnel Department, continued implementation of comprehensive training for Department supervisors.

Highlights and Accomplishments

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 youth and adult residents to develop career pathways.

- Through the Cambridge Employment Program, placed 194 residents in jobs.
- For older teens, operated an internship program with Harvard University's clerical union and in collaboration with the Chamber of Commerce, offered ongoing cycles of an intensive six week job-readiness training.



Danehy Park Family Day

Each year, thousands of Cambridge residents attend the City's Danehy Park Family Day to enjoy arts and crafts, amusement rides, music, magic shows, roving performers, an interactive children's stage and more.





Cambridge Arts Council

Presented in parks and public spaces throughout the city, Summer in the City is a professional artistic performance series with a lively mix of dance, song, and puppetry offering a culturally rich learning experience for children ages 4-11. For more information contact the Cambridge Arts Council at 617.349.4380 or visit www.cambridgeartscouncil.org

community feature



Summer In The City



- 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 725 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, including overseeing the Federal Housing and Urban Development's local Continuum of Care which brings to the city and non-profit agencies approximately \$1.5 million dollars annually to support homelessness services.

- 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.

- Completed development of a directory of health and human services agencies to compliment the City's information and referral database.



Children from the Fletcher Maynard Academy Community School Program participating in a Drumming Circle.

- 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 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 community service learning grant for youth from Area IV.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct casework 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 National Student Partnership, 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 400 individuals in temporary or permanent housing.

- Helped 198 individuals and 536 families maintain their current housing.

- Assisted 140 families in locating new housing.

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 received funding to develop a community mobilization effort to reduce youth access to alcohol by helping to change community norms around providing alcohol to underage youth.

- 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 80 training sessions to City departments and staff.
- Responded to over 1,300 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. One 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 initiative'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's Youth Participation and Planning Initiative completed its Mapping Project on "drug use in Cambridge," evaluated the project, and continued working on its goal of developing a comprehensive plan to engage young people in civic life.



The Agenda for Children Lights on Afterschool Rally at City Hall celebrated the importance of Out of School Time Programs for families and children.



One of the 725 Mayor's Summer Youth Employment Program participants working at the Cambridge Election Commission.

- Through the Agenda for Children Literacy Initiative, over 900 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.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 13 Youth Leaders led a Middle School Summit.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 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, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run 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 1,100 classes were offered for children and adults along with numerous family and senior trips.
- Offered 80 Arts in the Park events and three performances in conjunction with the Arts Council.
- Served over 650 children through summer camps (with 40 percent receiving tuition assistance) and collaborated with the School Department to incorporate summer academics in several camps and to provide extended day for summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 10th successful Night Out Against Crime, attracting more than 2,000 participants.

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 management of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and citywide 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.

- Successfully managed the 17th 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 31,500 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.



Kenneth Holmes, together with his wife Mary, being honored by the Council on Aging as the recipient of the 5th Annual Jeanne Burton Advocacy Award.

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 seniors, 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 Citywide 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 citywide Advisory Committee meets regularly with staff and provides input.

- Provided over 4,000 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 over 7,000 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 33,000 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, King and Peabody Schools. The Division also provides leadership to the King Open Extended Day Program.

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, King Open, Morse, Peabody 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.



Children from the Morse Afterschool Program during their daily reading time.



Family story time at the Center for Families of North Cambridge.

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 Peabody 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 150 families.
- Provided parent education and support groups to more than 100 families.
- Enhanced program accessibility by providing programs in community housing, by offering programs in several languages and by providing on-site child care for parenting groups.

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 U.S. 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. 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 1,000 adults.

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 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.



A parent and child learning together during Activity Time as part of the EvenStart program of the Community Learning Center.



A Literacy Ambassador from the Community Learning Center teaching fellow students about the importance of talking to their children to build their children's reading skills.

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 day care 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

- Continued the generation of historically high levels of revenue from building permits and related fees which reflects the high level of construction activity, valued in excess of \$500 million, within the City in fiscal year 2004.

- Collaborated with the Public Health and Public Works Departments to develop and implement a plan to address rodent complaints.
- In coordination with the MIS Department, made improvements to the Inspectional Services Department Web site and developed a Restaurant Inspection Database.
- Through regularly scheduled meetings with the License Commission, Traffic, Parking, and Transportation Department and the Community Development Department, improved coordination prior to the issuance of significant building permits.
- In coordination with the Assessors and MIS departments, identified permits by map and lot numbers in support of the decision to use this information as the basis mapping and referencing properties within the City.
- During the past fiscal year, a total of only four actions by the Department were appealed to the BZA and all were upheld.

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 and providing advice and counsel on a wide variety of issues to the City Manager, Mayor, Council, School Committee, department heads and Boards and Commissions.

The Department functions as a full-service law office, handling nearly all of the City's litigation in-house. In addition to this 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 function of handling nearly all of the City's litigation in-house. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions, for example: the Board of Zoning Appeals' grant of a comprehensive permit for the construction of affordable housing, and the Board of Zoning Appeals' finding that the light towers constructed at the newly renovated Danehy Park sports track did not violate any provisions of the Zoning Ordinance. Other examples include successful defeat of a challenge to the public's right

to use a pedestrian path easement for access to Sacramento Field, successful defeat of a contractor's claims for significant delay costs in connection with the renovation of City Hall Annex at 344 Broadway, and successfully minimizing the amount of judgments and settlements in negligence cases and contracts actions.

- Continued outreach and training to departments on legal issues affecting duties they perform and measures to improve risk analysis and control.
- Focused resources on analysis, review, and advice relating to:
 - Major proposed zoning amendments, including providing substantial assistance to the City Council in resolving multiple issues relating to the Riverside rezoning process
 - Cable television license renewal and compliance
 - Large project developments
 - Sewer/Storm drain reconstruction and utility infrastructure issues
 - Truck issues
 - Contracting issues related to all major public reconstruction projects
 - Acquisition and disposition of real estate and layout of public ways
 - Numerous legal instruments such as contracts, leases, licenses, easements, and deeds in connection with such transactions
 - Environmental review and analysis of many projects
 - Housing matters, including preservation of long-term affordability in existing housing projects and the development of new affordable housing projects

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

"We are thankful to have such a wonderful library in our community.... Thank you and keep up the great work." – Maureen Fort

For the third consecutive year, library use has increased and, once again, set a historic high with 1,123,755 checkouts. In addition to responding to tremendous growth in borrowing, staff prepared to relocate the Main Library to the Longfellow School, collaborated with the School Department to promote reading and library use, hosted over 2,000 programs, and initiated new relationships with the Rindge School of Technical Arts and Cambridge Rindge and Latin School.

Recent months have been a time of anticipation and excitement as plans for the Main Library restoration and expansion moved ahead. The City Council authorized full funding for the project and unanimous approvals were received from both the Mid-Cambridge Neighborhood Conservation District Commission and the Planning Board.

Excellent customer service continues to be the hallmark of the Cambridge Public Library. The Minuteman Library Network's introduction of new user friendly software from Innovative Interfaces, Inc. has allowed library users to reserve and renew materials from their homes or offices. For Cambridge library users these exciting new features have resulted in a 34% increase in the number of items transported to and from Cambridge and other Minuteman libraries to the most convenient pick-up location for the customer.

"I was amazed at such personal attention." – Megan Early

CPL by the Numbers in FY04

- 1,123,755 library materials were loaned out (764,267 adults and 359,488 children's)
- 35,649 new books, compact discs, videos, tapes, and other materials were added to the collection
- 430,012 questions answered, a 19% increase
- 67,798 active cardholders, a 34% increase
- 569,228 hits to the Library's Web page
- 135,358 incoming and 63,162 outgoing reserve items processed – a 34% increase
- 103,207 public computer sessions, a 27% increase
- 2,431 programs presented to 55,736 attendees
- 59,157 children's books checked out during the Explore Bright Ideas Summer Reading Program

Highlights and Accomplishments

The John Kenneth Galbraith Honor Lecture

The Trustees of the Cambridge Public Library, in cooperation with the American Academy of Arts and Sciences, initiated The John Kenneth Galbraith Honor Lecture to celebrate one of our most illustrious residents and one of the library's greatest champions. Ambassador Peter Galbraith gave the inaugural talk, "How to Get out of Iraq: What Went Wrong and What It Means."



Bamboo and friends meet the City Council.

Introducing Bamboo!

A panda was selected to be the library's mascot. In a contest that attracted over 500 entries, our mascot was aptly named Bamboo. Bamboo was introduced to the community through school visits, appearances at community events, and attendance at a City Council meeting.

Cambridge Reads: A Citywide Book Club

The Cambridge Public Library, the Office of Mayor Michael A. Sullivan, the Cambridge Center for Adult Education and the Harvard Book Store co-sponsored "Cambridge Reads," a citywide book club. Jhumpa Lahiri's acclaimed novel, *The Namesake*, was this year's selection. Ms. Lahiri's reading at the Cambridge Family YMCA attracted over 400 attendees.

Outreach

Under the auspices of the Agenda for Children, the library created over 600 promotional packets for distribution to parents of newborns. The packets contain board books for babies, materials about the library and other Agenda services, and information about the importance of talking and reading to babies.

In cooperation with the Cambridge Arts Council, the Library introduced *The Chinese Cultural Connection*, a series of programs demonstrating traditional arts, such as dance, music, and painting.

Publications

The Friends of the Library published *The Secret Gardens of Cambridge* written by Frances Tenenbaum and Susan Twarog. The book celebrates the fifth anniversary of the Friends' annual Secret Gardens Tour.

The students in the Adult Literacy Program published *To Have a Better Life*, a collection of their writings.

Honors

Literacy Coordinator, Angela Ayre was honored as a Literacy Champion by the Massachusetts Literacy Foundation, Herald Media, and Verizon Reads. She was recognized for her exceptional commitment and accomplishments in literacy education.

Main Library

Under the light of a full moon, lighting specialists Lam Partners, Inc., and the Social Aid and Pleasure Society Brass Band created a festive Mardi Gras ambiance for the celebration: "Moonbeams and Masked Dreams." Revelers came in costume to admire the beautifully illuminated historic building, to see models of the new library, to make masks, enjoy music and treats, learn the winner of the mascot naming contest and to meet Bamboo at his first public appearance.

To a standing room only crowd, PEN New England and the Cambridge Public Library hosted an informative and lively panel discussion of the U.S.A. Patriot Act.

The Library hosted the 30th anniversary celebration of Cricket Magazine with a program featuring Cricket founder and editor Marianne Carus and Anita Silvey, former editor of The Horn Book Magazine.

Staff worked diligently to take inventory, weed the collection, and clean out office/storage areas in preparation for the temporary relocation to the Longfellow School.

Central Square

Lt. Governor Kerry Healey, Patty Stonesifer, Co-Chair and President of the Bill and Melinda Gates Foundation, the Rev. Peter Gomes, and library users participated in a panel discussion on the importance of free access to information technology.

Harvard University, the MIT Media Lab, and the Library were sponsors of the Second Annual Latino Film Festival "Bridging Communities through Movies." Programs included screenings as well as panel discussions and question and answer sessions with directors.

Over 850 poems were submitted to the 6th Annual Poetry Competition held in collaboration with the Cambridge Tree Project. The 45 winning poems were published in the Cambridge Chronicle.

Former Poet Laureate Robert Pinsky was one of the judges in the Second Annual Boston Herald Poetry Awards, hosted by the library.

Branch circulation increased 22% to 115,949 and computer use increased 44% to 18,300.

Collins Branch

Circulation increased 17% to 57,840 and computer use increased 15% to 2,059.

Boudreau Branch

The branch was reopened after a month closure for the installation of new flooring and repainting.

Valente Branch

The Manual Rogers, Sr. Center for Portuguese Culture and Studies marked its 20th anniversary with a community celebration. The Rogers family and friends established an endowment to ensure future funding for the Center.

Circulation increased 22% to 48,504, program attendance increased 20% to 6,519 and computer use more that doubled to 12,929.

O'Connell Branch

Circulation increased 9% to 45,815 and, in the first full year of access to computers provided by the Gates Foundation, computer use grew by 167% to 5,463.

O'Neill Branch

Circulation increased 6% to 80,790 and computer use grew by 23% to 12,929.

"...your generosity and the amiability of the Cambridge Public Library staff are a boon not only to aspiring artists like myself but the city and region as a whole." – Danica Mills



Standing (l to r): Kitty Galbraith and Ambassador Peter Galbraith. Seated (l to r): Prof. John Kenneth Galbraith and Janet Axelrod, Chair of the Library Board of Trustees at the John Kenneth Galbraith Honor Lecture.

License Commission

Richard V. Scali, Interim Director; Benjamin Barnes, Chairman
831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chair, 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 \$1.80 million in revenue, funding the complete cost of operations for the Commission's office and field staff.

Highlights and Accomplishments

- A contract was awarded to a management company to coordinate the Cambridge Accessible Transportation (ACT) Program. This manager will oversee and coordinate all accessible vans to enhance transportation services for seniors and persons with disabilities.
- The Chairman spoke at an International Forum on Highway Safety sponsored by the National Highway Transportation Safety Administration to discuss the SoberRide program with delegates

from Botswana. The purpose of this forum was to share anti-drunk driving programs. The delegates are going to try to implement strategies from the SoberRide program to reduce alcohol related auto deaths in Botswana.

- The Cambridge Licensee Alcohol Board (CLAB) sponsored the first Annual Taste of Cambridge in September 2003 at MIT/Tech Square. Over 50 restaurants and brewers participated in the event which raised \$10,000, \$5,000 of which was donated to Shelter, Inc.
- The Commission held two field operations to check whether package goods stores were selling to minors. During each operation, 16 package good stores were investigated and each time there was 100% compliance for checking Ids.
- Through the work of the Taxicab Subcommittee, Cambridge cabs are now allowed to use the taxicab stand outside the Porter Square Star Market to serve the residents of Cambridge.
- The Campus Alcohol Advisory Board (CAAB) reviewed and produced a draft revision of the MIT alcohol policies in conjunction with the Commission. Harvard University has, for the first time, developed alcohol recommendations for its campus community.

Management Info. Systems

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

The Management Information Systems Department (MIS) provides information technology to 925 users, 42 departments and 40 municipal buildings, supporting enterprise-wide municipal applications such as Finance, Payroll, Personnel, Customer service, and Geographical Information Systems (GIS). MIS supports a fiber optic network linking hundreds of users to centralized applications, and the World Wide Web. They provide project management support implementing an Enterprise Customer Relationship Management (CRM), Work Order & Infrastructure Management system, and directing enhancement and deployment of a robust City Web site. The City Web site is expanding as a useful tool for the City of Cambridge. It provides access to important City resources and information and the ability to transact business remotely with online payment options. Overall, MIS serves as technical consultants and provides desktop, network and systems management services to the City.

Highlights and Accomplishments:

- Launched new department Web sites improving access to information & services for Water, GIS, DHSP, Traffic, and Elections Department.
- Implemented a Permits, License, Applications and Forms directory, accessible on the web.
- Implemented a Restaurant Inspection reporting system on the City Web site for users to look up recent inspections.

• Designed a Cambridge Web site in support of Economic Development during the Democratic National Convention www.cambridgema.gov/dnc.

- * Converted department applications from obsolete technology to Web access, including Affordable Housing Management, City Council Ordinances, Purchasing Data Base, Marriage Intentions, Recycling Program, Capital Request Forms, Boards & Committees.
- Developed a new Police Detail system that streamlines billing and collection process.
- Updated accuracy of mapping of all land-based features (roads, buildings, driveways, etc.) by photographing, via a flyover, of the entire city.
- Improved GIS user tools for the Water Department to update and maintain water distribution for the City.
- Developed Web-enabled interactive GIS tools and launched a new look and feel to the GIS Web page, which hosts a citywide interactive mapping site.
- Improved the School network providing faster network service to the classroom.

Mayor's Office

Michael A. Sullivan, Mayor • City Hall • 617.349.4321

Mayor Michael A. Sullivan was re-elected to a second term as Mayor of Cambridge in January 2004. He was first elected to the Cambridge City Council in 1993 and is currently serving his eleventh year on the Council. The Mayor chairs both the City Council and the School Committee and regularly serves as the City's ceremonial leader.

Highlights and Accomplishments

- Mayor Sullivan has focused much of his time and efforts promoting literacy initiatives, including the "Let's Talk" Campaign, "Share A Book Anytime Anywhere" Initiative and the Back Pack Express mailing encouraging home based literacy. To support these initiatives the Mayor read at numerous pre-school programs and invited students to City Hall.
- The Mayor continued with the practice of holding joint City Council and School Committee meetings to address educational issues and budgetary matters. He worked with the Superintendent to develop a world-class science and math curriculum in partnership with the Cambridge biotechnology sector and universities.
- Mayor Sullivan has worked with the Cambridge Housing Authority to increase the number of landlords participating in the Section 8 Program and he continues to work with members of the City Council on efforts to establish both affordable and moderate, middle and low income housing for families and individuals.

Mayor's Goals

- The Mayor is committed to coordinating and facilitating review of public policy issues facing the City, including education, housing, transportation, economic development and employment and use of the Mayor's Office to coordinate the analysis and development of important public policy initiatives.
- Mayor Sullivan continues to work with the City Council Committee on University Relations to create a positive dialogue to bring into focus long-term planning, in lieu of taxes agreements, educational initiatives and philanthropic policies.
- The Mayor wants to improve workforce development by continuing to meet with and encouraging local employers to provide employment opportunities for Cambridge residents.



Mayor Sullivan congratulates athletes on their participation in the Massachusetts Special Olympics.



Along with police and fire personnel, Mayor Sullivan reads to Cambridge children about fire safety.



Mayor Sullivan and the Agenda for Children promote literacy through reading at Cambridge preschools and class trips to the Mayor's Office.

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. The Commission pays special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.

Addressed violence and promoted peace and justice in schools by:

- Working with the Peaceable Schools Group to organize and run a 5-day Urban Peaceable Schools Institute with workshops and speakers teaching skills needed to build multicultural, safe, equitable and democratic classrooms and improve urban school climates.
- Working with School Department, Violence Prevention, and Community Agency staff to sustain a Violence Prevention Network through monthly networking and sharing of ideas, programs, and policies to address increased violence between girls, bullying, and security concerns in the schools.
- Creating forums with parents and youth on violence and providing curriculum/resource needs.
- Working with teachers to implement anti-violence curriculum and offering workshops on racism and prejudice, gender and gender violence, homophobia, and by-standerism.
- Connecting Cambridge schools and community residents with information, programming and curriculum on two global exhibits at the Cambridge Multicultural Arts Center - "Faces of Iraq" and "Democracy in South Africa."

Worked to promote peace and justice locally by:

- Coordinating staff and youth leadership team for the Youth Peace and Justice Corps (PJC), a project of CRLS students representing Cambridge's diversity of neighborhoods and ethnicities. PJC provides a space for youth to build skills, relationships, awareness and action for self-esteem, social justice and peace and public participation.
- Responding to the impact of the U.S. war with Iraq through forums, vigils, educational and community meetings including monitoring civil liberties resolution on the PATRIOT Act.
- Meeting with the Central Square Library to plan for reinstating a local peace library.
- Meeting with youth to address local violence and an International Youth Peace Summit.

In the community the Commission has fostered peace through building bridges by:

- Working through the Police Executive Research Forum (PERF) on a special project "Collaborative Leadership: A Problem Solving Approach to Bias," bringing young people and a cross-section of Cambridge neighborhoods together to build relationships with police and address bias.
 - Celebrating the 8th Annual Peace and Justice Awards Evening with more than 200 Cambridge residents honoring a diverse selection of peace-making organizations and artists working for peace and an end to violence.
 - Working with No Ordinary Times at the Episcopal Divinity School to design, select and support the second year of a Peace and Justice Fellow's program.
 - Working with the Central Square Library, offering open "Community Conversations in These Times."
 - Chairing the committee for the citywide Holocaust Program "Shattered Windows" with music, remembrances and reflections from a survivor and follow-up forum "First They Came For.."
 - Working with City Councilors and employees and residents to plan, organize and follow-up on the first Gay/Lesbian (GLBT) town meeting of 150 people, documenting the issues and laying the groundwork for a GLBT Commission.
 - Working with 38 Cameron Ave on a weekly film series in North Cambridge.
 - Bringing together community agencies, school personnel and residents for Non-Violent Communication (NVC), a system of communication to build community through skills and dialogue.
 - Adding six new Commissioners to strengthen multi-racial, neighborhood, and religious diversity.
 - Supporting the Community Crisis Response Team (CCRT), a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.
- ## *The Commission has acted locally for global concerns and globally for the community by:*
- Fostering the connection between Cambridge and El Salvador Sister Cities by coordinating a delegation of Cambridge teachers and students and sustaining the local Committee. Providing assistance to VIVA (US/El Salvador Youth Organizing Project) promoting esteem for Salvadoran youth in Cambridge and consciousness for youth in both communities.
 - Collaborating with Middle Eastern peace and justice groups to sponsor educational and help with events calling for an end to violence and promotion of justice.
 - Sustaining citizen understanding of Cuba by chairing and sustaining the Sister City relationship between Cambridge and Cienfuegos, Cuba.
 - Co-sponsoring the Sondela project, bringing artists, programming and the exhibit "A Decade of Democracy: Witnessing South Africa" to Cambridge/Boston.

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department provides services to current and former civil service and non civil service employees. The Department is responsible for a wide variety of functions in support of management and employees including assisting other City departments with recruitment and selection, employee orientation, classification and pay, personnel policy development and administration, benefits, employee relations and employee development.

Personnel staff members administer all insurance, pensions and workers compensation and other benefit programs sponsored by the City employees. City employees interact with the staff around a variety of individual concerns including health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, job bids for promotions or transfers, civil service examinations and in-service training opportunities. The Department is the collector and keeper of all the records necessary to administer employee and retiree benefit programs.

The Personnel Department ensures compliance with all applicable city, state and federal laws governing the treatment of employees in the workplace. The Department is charged with the responsibility of representing the City's interests in collective bargaining with the 10 unions that represent City employees. Support is provided to other City departments with ongoing labor agreement interpretation and administration including grievance and arbitration representation.

Service to City departments include processing recommendations for personnel actions, maintaining the central computer data base 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. The Department serves as a resource in areas of management and staff development, and offers both voluntary and mandatory training programs to employees on a variety of topics.



Participants of the City's first Administrative Assistant Mentoring Program along with their City mentors.

Highlights and Accomplishments

- Co-authored an established process for first consideration of police officers' lateral transfer hires.
- Coordinated the Early Retirement Incentive Program with the Cambridge Retirement Board.
- Negotiated several labor contracts, including the police patrol officers union, with substantial FY04 and FY05 salary savings.
- Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in enhanced benefits for employees.
- Complied with the Health Insurance Portability and Accountability Act (HIPAA) by sending privacy regulation notifications to employees and retirees.
- In conjunction with the City's Affirmative Action Director and the Fire Department, worked to maximize local participation in the civil service examination for Firefighter.
- Established an ongoing Administrative Assistant Mentoring Program where participants attend monthly in-service trainings as well as work with a mentor around a chosen project.
- Continued to promote diversity in the workplace by participating in outreach efforts/career fairs and by piloting an internal Valuing Diversity program.
- Revised health insurance COBRA notifications to conform to new Dept. of Labor requirements.
- Developed an information sheet on the Federal tax implications of same sex marriages, to be distributed to interested employees.
- Expanded the City's capacity to communicate with our health insurance vendors via the Internet, which allows for more immediate access to information to help answer employee and retiree insurance questions.

Police

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

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 2003 reported crime index totaled 3,969 incidents represent the lowest Uniform Crime Reporting Index in over 40 years. The 2003 decline of 10%, 435 fewer incidents than in 2002, is the third largest yearly decline since 1980. Further analysis indicates that despite declines in Murder, Rape and Aggravated Assault, Violent crime increased by 3% in 2003, as these drops were offset by a 17% increase in Robbery. The 10% decline in Burglary and the 14% drop in Larceny propelled the 12% slide in Property crime when compared with the 2002 figures.

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. Personnel and Budget has the responsibility of all hiring and procurement for the department.

The investigation of citizen complaints about the conduct of police officers and staff remains the primary responsibility of the Quality Control Section. Quality Control has overall responsibility for investigating employee violations of the Department's rules and regulations.

The Crime Analysis/Technical Services 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 Technical Services Unit maintains the department's computer network while increasing resources utilizing various technology.

The department in collaboration with the Police Executive Research Forum (PERF) worked together on a collaborative leadership project focusing on bias issues in Cambridge. PERF is one of the most prestigious law enforcement research organizations and "Think Tank" groups in the country. The working group consisted of a diverse group of 30 community members and 10 police officers. The group focused on any bias related issues within the various communities or the City as a whole, either conducted by law enforcement, City government or community members. National facilitators and two local facilitators helped the group through some formal problem solving sessions in an effort to identify issues/problems, analyze the conditions contributing to these

issues/problems, develop responses to the issues identified and establish a mechanism for assessing the results of the work done. A formal report is due in 2004.

- The Crime Analysis Unit published the 2003 Annual Crime Report and Neighborhood & Business District Crime Profiles. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. Similar profiles were issued for the City's business districts. Neighborhood & Business Crime Profiles are updated and issued quarterly. Updated information is available on the Police Department Web site: www.cambridgepolice.org.

- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues, including "Points 4 Safety" pedestrian, motorists and cross-walk safety, bicycle safety, sexual offender registration and notification and crime offender records information.

- The Public Information Office assisted in a number of community efforts including the North Cambridge Crime Task Force in the Annual National Night Out Against Crime event. Police personnel attended and assisted to make this event successful. In addition, the Police Department collaborated with 808 Memorial Drive in their Annual Night Out event.

- In the calendar year of 2003, the Cambridge Police Department responded to 96,135 calls for service. There were 104 reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs. There were no excessive use of force complaints filed by citizens in 2003.

- The Department held the 2nd Annual Employee and Recognition Awards Program at MIT's Kresge Auditorium. Over 85 employees received recognition for their hard work and dedication to the law enforcement profession, the department and the city.



2004 Cambridge Police Youth Hockey League at the Frisoli Youth Center.



Commissioner Watson, Moacir Barbosa, the recipient of the 2004 Police & Community Service Award, and City Councillor Henrietta Davis.

Operations Division

As the Department's primary and most visible uniformed staff resource, this division is responsible for the 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, safety issues, and traffic and parking enforcement. The Selective Enforcement Unit also provided assistance to citizens via the Child Safety Seat Program. Members of the unit assist citizens with the proper installation of car seats.

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 as they pertain to weight restrictions and vehicle violations.

- The officers of the uniformed patrol section targeted enforced crosswalk violations; conducted selective traffic enforcement in all areas of the City; and for the seventh year, 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.

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 (drugs, vice).

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.

- Three murders committed during 2003 were successfully investigated resulting in quick identification and arrests of the individuals responsible. These trials are in the process of being scheduled.
- In September, indictments were obtained against a Cambridge male that was linked to three separate Civil Rights violation assaults. Of the three separate attacks, this assailant also stabbed one victim. As a result, the Cambridge male was convicted and sentenced to a prison term.
- Apprehended three subjects from the Department's Top Ten Fugitive List.
- In March, the Detectives initiated a Problem Oriented Policing (POP) project to clear the unregistered sex offender's list. Cambridge became the first police department to request a local list that included approximately 135 names to ensure compliance with the Registry requirement. After a month of work all names were successfully cleared from the SORI list and no unregistered sex offenders are residing in Cambridge.
- 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. Sixty-six percent of all reported domestic violence cases were brought forward for prosecution.
- Cleared 235 felony warrants.
- Coordinated and worked with the U.S. Secret Service and State Department in providing escorts and protection to 56 different heads of state and other political dignitaries who visited Cambridge.

Community Relations Section

The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. The department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing, by conveying information to the community as well as transmitting concerns from citizens to the Department. The Bicycle Patrol Unit patrols various areas of the city as well as assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The School Resource Officers (SRO) are assigned to each public school to provide daily contact for students,

staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the department on safety issues.

- The Community Relations Section coordinated the Department's 12th Annual Open House. The open house is presented in conjunction with the National Law Enforcement Memorial Week. This weeklong event highlighted exhibits, presentations and demonstrations by various units of the Department. It provides community members and police officers an opportunity to interact in an extremely positive environment that culminates at week's end with a barbeque and police auction.
- The Department is actively engaging youth in the community to participate in programs that are sponsored by the Cambridge Police Department. The first ever Area IV Youth Academy has been successful in getting youth involvement from the Area IV community and providing an opportunity for youth to see what lies behind crime fighting.
- Awarded 38 community mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects, safety walks 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 unit, vehicle maintenance and the detail office. 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).

- All sworn personnel completed 40 hours of in-service training in compliance with Massachusetts Criminal Justice Training Council standards. Required courses in the use of force, OC spray, PR24 certification, CPR and other relevant issues were covered. In addition, all sworn officers attended live firearms training as required by law and other specialized training was provided throughout the year to dozens of officers and detectives as well as orientation training for 9 newly hired officers.
- The Special Response Team (SRT) continued to receive monthly training focused on simunitions and sniper tactics. Additionally, the Tactical Patrol Force (TPF) conducted three training sessions in an effort to maintain the readiness of the unit. The training for both units assures the teams are prepared to address crowd control demonstrations, and large disturbances. The TPF was deployed to provide security for the Lafayette Eight demonstration and the Same Sex Marriage celebration.



Officer Susan Kale and City Councillor David Maher at the 2003 Senior Police Academy graduation.

Police Review & Advisory Board

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

The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance. The Board has two functions---to provide for citizen participation in reviewing Cambridge Police Department policies, practices, and procedures, and to provide a prompt, impartial and fair investigation of complaints of misconduct brought by individuals against Cambridge police officers or complaints brought by departmental employees against the Cambridge Police Department.

The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed by the City Manager.

Highlights and Accomplishments

- Hired a full-time Investigative Liaison/Outreach Coordinator to work collaboratively with the Police Department in monitoring, reviewing, and assessing complaint investigations, as well as implementing outreach projects.
- A full and diverse five-person Board has been appointed. Board members are going through various training sessions provided by the Cambridge Police Department and the Law Department.
- Continued to provide referral services on a wide range of issues and complaints brought by citizens and visitors of the City of Cambridge. Handled over 100 public inquiries, which included 25 referrals to other agencies for appropriate resolutions.
- Resolved 20 informal complaints. At present, 10 formal complaints have been resolved and eight are pending.
- Continued to work with the City's Law Department to reorganize the Board's investigative procedure to ensure promptness and impartiality.
- Worked closely with the staff of the Cambridge Human Rights Commission in all phases of investigation, outreach, and referral.

Continued to meet with the Cambridge Police Department's Quality Control Office to foster a mutual working relationship in connection with investigation of complaints and reviewing departmental policies.

CPRAB continues to be a resource for communities exploring civilian oversight options. PRAB members and staff attended various training seminars, community meetings and events including the City's National Night-Out held in North Cambridge. Over 100 informational brochures and fliers were handed out.

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 service 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

- Administered over \$155 million in capital projects and \$8.9 million in purchased goods and services.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired 10 new vehicles. Each vehicle is equipped with mobile radios, and several with snow plows, allowing for flexible use of the equipment throughout the year.
- Conducted an extensive Safety Training Program for 20 managers and 34 front-line supervisors in order to develop a collaborative approach to safety and injury prevention at the DPW.
- Trained 3 employees to obtain a Commercial Drivers License (CDL). Trained another 6 employees to properly drive and operate larger equipment. Trained 6 employees on landscape and soils management.
- Provided training opportunities which resulted in over 50% of the current DPW workforce attending some form of job training.
- Improved public information on DPW programs through the implementation of a newly designed and expanded Web site. Serviced over 400 requests received via the Web site.



Benches and bus shelters are installed on Cambridge Street.

- Continued with the biodiesel pilot project for 6 diesel vehicles in the DPW and Water Departments to evaluate its suitability for the entire diesel fleet. Biodiesel is a clean burning alternative fuel produced from domestic, renewable resources.
- Improved public information on DPW programs through the production of 2 new brochures: *Rodent Control* and *Keeping Cambridge Clean Requires a Team Effort*.
- Continued enhancement of public areas through plantings in Central and Harvard Square and planted new street trees along Central Square and Western Avenue.
- Implemented an in-house graffiti removal and cleaning program.
- Completed the archiving and imaging of over 95,000 Cambridge Cemetery records into a computerized database.
- Received the Tree City USA Award for the Twelfth time and earned a second consecutive special recognition Growth Award for new initiatives and improvements.
- Completed improvements on Cambridge Street including installation of approximately 6,000 linear feet of new concrete/brick sidewalks, including street lighting, electrical and irrigation systems.

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 Operations Center 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.

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- Hired 27 new laborers and an additional 10 new employees, including a new Community Relations Manager, Recycling Drop-Off Center Monitor, HVAC Technician, Plumber, Forestry Worker, Highway Maintenance Craftworker, three Motor Equipment Operators, and a Utility Cover Catchbasin Builder. Promoted 10 employees within the department to more responsible positions.
- Consolidated 110 of the Department's 122 electric and gas accounts into five master billing accounts to facilitate tracking and simplify payment. Also began receiving NStar electric and gas bills over the Internet to further improve payment and tracking.
- Participated in NSTAR'S new municipal energy efficiency program including: meetings with project managers for the Library renovation, Russell Field house, 344 Broadway and HVAC projects to ensure that they are aware of the efficiency programs and incentives for which their projects qualify; received a rebate for the City's installation of high efficiency lighting, HVAC and pumping systems at 344 Broadway; and benchmarked City Hall to analyze energy usage of the building and recommended efficiency improvements.
- Initiated engineering studies of HVAC systems in three municipal buildings in conjunction with NSTAR Gas Company's energy efficiency program.
- Provided support for 82 office computers and 15 network printers.

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), has completed the Massachusetts Environmental Policy Act (MEPA) process associated with the construction of a new outfall and constructed wetland along the Alewife Brook as part of the Long Term CSO Control Plan for reducing CSO discharges to the Alewife Brook. Also, the City filed a Notice of Intent (NOI) with the Cambridge Conservation Commission in December 2003 and received an Order of Conditions (after responding to numerous questions and comments) in June 2004.

- Began construction of the Cambridgeport Roadways project. This project includes sewer separation and water distribution system upgrades as well as surface enhancements on Waverly, Sidney and Henry Streets.

- Began construction of three new stormwater outfalls in the Cambridgeport area. The outfalls are located on Magazine Beach adjacent to the MWRA Cottage Farm facility, at Audrey Street off Vassar Street and at Amesbury Street.

- Completed 75% design submittals for the construction of one further outfall at Amherst Alley off Vassar Street and one cross connection of outfalls across MIT property between Endicott Street and Danforth Street. The provision of new outfalls and cross connected stormwater systems provides the stormwater capacity for the necessary sewer separation upstream and for improvements in drainage and sewer services in the general Cambridgeport area.

- Completed construction of separation of 6 common manholes in the Matignon Road and Alewife Brook Parkway area. This construction effort also included the reconstruction of the Matignon Road streetway and sidewalks.

- Completed 90% of the construction of the stormwater management system at Beacon Street, Somerville. It is anticipated that the project will be entirely completed by the fall of 2004.

- Completed approximately 70% of the preliminary design work associated with the Area 4 sewer separation and stormwater management system. This project has involved a significant cooperative effort with the Massachusetts Water Resources Authority (MWRA), the City of Somerville, Massachusetts Department of Environmental Protection (MA DEP) and the Environmental Protection Agency (EPA).

- Completed 99% construction and inspection for Phase I of the Fresh Pond Reservation stormwater management project including: the replacement of portions of the 66" stormwater drain; installation of a grit chamber; and cleaning and inspection of both the 66" and 72" stormwater drains.



Public Works employees provide construction management and oversight for the Cambridge Street Improvement Project.

- Completed 90% construction of the Bellis Circle stormwater management project.
- Completed 65% construction of full depth reconstruction of Cambridge Street roadway and sidewalks, including street lights, drainage improvements, ADA compliance, traffic calming and street trees.
- Completed construction for grind and overlay and sidewalk reconstruction for Speradakis Terrace, Aberdeen Ave., Holworthy Street, Broadway between Prospect and Highland, Brattle between Mason and Sparks and Sparks Street between Mount Auburn Street and Brattle Street. Completed numerous traffic calming projects including: Aberdeen Ave., Broadway, Brattle and Sparks Street.

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.

- Issued over 900 street opening and 700 sidewalk obstruction permits and completed over 1,000 street inspections.
- Completed 310 street repairs, 157 sidewalk repairs and resurfaced 37 streets.
- Repaired 280 potholes.
- Developed a Sidewalk Defect Inspection and Repair Program, which involves a prompt evaluation and categorization of sidewalk defects upon identification, and a prioritized response based on the significance of the defect. The Sidewalk Defect Inspection and Repair Program is intended to prevent trip and fall accidents due to the deterioration of aging sidewalks, expansion of roots, and ground settlements.
- Conducted snow clearing operations, with an increased emphasis on sidewalks, plazas and bus stops.
- Repaired 300 grave markers in the Veterans section of the Cemetery.
- Responsible for compliance for 25 newspaper publishers with 781 news boxes throughout the city. Violation notices decreased by 15% in FY04.



A Public Works employee helps with a waste study to help identify ways in which Cambridge can increase its recycling rate and reduce disposal costs.

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.cambridgema.gov/TheWorks>.

- Cleaned approximately 11,000 miles of streets and collected over 5,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including weekends.
- Swept the streets of 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 FY04.
- Performed beautification tasks, such as cleaning tree wells in City squares, steam cleaning litter baskets throughout the City and removal of promotional fliers and graffiti, on a regular basis.
- Implemented a graffiti removal program with a new graffiti steam cleaning machine which was instrumental in the completion of over 100 graffiti removal jobs.

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 22,930 tons of household rubbish.
- 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 over 1,000 sanitation-related violation notices.

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.

- Completed capture rate study revealing that at least 1,000 more tons of paper could still be recycled each year and that 48% of all waste could be diverted for recycling in the existing curbside recycling program.
- Coordinated three events for Public Works Week including the 1st Citywide Public Forum on Recycling with the Recycling Advisory Committee that celebrated 15 years of recycling in Cambridge and

educated residents on why recycling matters as a key strategy in the City’s Climate Protection Plan; dedication of a mural on “reducing waste” created by CRLS seniors in Deborah Haverty’s Advanced Art Portfolio Class displayed at the Recycling Drop-off Center; recognition at the Go Green Awards of nearly a dozen Cambridge businesses and institutions for their commitment to work towards recycling 40% by 2005.

- Revitalized recycling in City buildings by meeting with all library branch heads to identify improvement areas, and distributing “trash buddies” to all employees in the new “green” City Hall Annex and at Public Works buildings in order to promote increased recycling by demonstrating that up to 90% of office waste is paper.
- Coordinated a successful series of surplus property “open Houses” at the closed Longfellow School with the Director of the Library Expansion Project in which an estimated 8 tons of furniture was donated for reuse to City departments, community organizations and other municipalities.
- Recruited six additional large apartment buildings to recycle with the City’s hauler providing service to an additional 400 households.
- Distributed 2,725 recycling bins and 417 recycling totes to the residents of Cambridge.



Students from the CRLS Advanced Art Portfolio class attend the dedication of their mural on “reducing waste” at the Recycling Drop-Off Center.



The City Arborist celebrates Arbor Day and Cambridge’s designation as a “Tree City USA” with students at the Haggerty School.

Parks and Urban Forestry

The Division is responsible for the maintenance and care of nearly 100 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and nearly 3,000 trees in parks and cemeteries.

The department operates through a Neighborhood Parks Initiative, a confederation of three city districts with their own respective work crews, which ensures that both routine and preventive maintenance continues to be assertive and comprehensive. The

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Division continues to be supported at approximately 30 sites by private landscape contractors, who perform routine maintenance from April through late December, three days per week.

During FY04 the City was one of just five municipalities in the Commonwealth to receive a Tree City USA Growth Award for recognizing innovation in community forestry. For the twelfth time overall, the City was designated a Tree City USA.

- Weather-treated 10 wood playground structures throughout the city.
- Continued with year two of a second four-year pruning cycle for City Street Trees in Neighborhoods 4, 5 and 7.
- Pruned 750 trees in both the Cambridge Cemetery and in 8 parks Citywide.
- Replaced sod at Hoyt Field.
- Resealed basketball and tennis courts at Sennott Park and the Anderson Courts on Pemberton Street.
- Completed rubber safety surface repair at five playgrounds.
- Received the 2003 National High School Baseball Coaches District One Field of the Year (Rindge Field), and the 2003 Pioneer Manufacturing Field of Excellence (Donnelly Field).

Cambridge Cemetery

The Cambridge Cemetery combines gravesite preparation and burial services with grounds maintenance and landscaping program on a 66-acre site. Other ongoing work includes repair of historical monuments and development of selected areas for conversion to new burial space.

- Continued upgrading of Cemetery signage: 80 new cast aluminum signs were installed, along roadways.
- Restored 90 headstones.
- Repaired 300 grave markers in the Veterans section of the Cemetery with the help of the Streets Division. This brings the total to 2,000 markers restored.
- Planted 1,500 assorted bulbs and converted the island at Cedar Avenue into a perennial island as part of the beautification program. Planted 4,000 flowers.
- Planted two specimen trees (Elms) and pruned 100 trees throughout the Cemetery.
- Started the Cemetery "Master Plan." This plan will help identify areas that will accommodate added traditional grave space and cremation space. The plan will keep the overall aesthetics of the Cemetery in place while preparing the additional space.
- Continued the process of converting secondary roadways into future grave space. Two roadways (Halycon & Tulip) have been converted and can accommodate approximately 94 graves/188 Interments.



Pre-school age children learn about trucks and vehicle safety at Public Works' annual Road Show at the Main Library.

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 interior renovations to Budget, Finance, Credit Union, Mailroom and Print Shop, Mayor's bathroom and Assessing Department spaces at City Hall. Initiated the renovations for the Building Wide Conference room at City Hall.
- Cleaned ducts at the Cambridge Senior Center, City Hall, Coffon Building, Frisoli Youth Center, and the Department of Public Works.
- Completed the construction management of the "Green Building" at 344 Broadway and moved occupants back into the building.
- Completed the Moore Youth Center A/C project.
- Completed renovation to the Taylor Square Fire Station.
- Created 54 dedication signs through in-house sign-making software and hardware.

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.

- Completed painting the interior space of Engine 3 firehouse in Porter Square and replaced hot water heater.
- Replaced grease traps and sinks at the Cambridge Senior Center.
- Replaced portions of the heating system at the Cambridge Police Station, painted all cell blocks and installed several new air conditioning units.



Despite record snowfall the day before, rubbish collection goes on as scheduled.

- Completed several plumbing and carpentry jobs at 3 Bigelow Street.
- Completed a roof enclosure for the electric cars at the Cambridge Cemetery and created and replaced 80 street signs for the cemetery using the new vinyl sign machine.
- Installed new heating units in the Sullivan Chamber at City Hall.
- Created and installed 28 new and 26 replacement dedication signs throughout the city.
- Completed several HVAC and carpentry jobs at the renovated City Hall Annex at 344 Broadway.
- Installed new room-divider partitions and installed new benches at the Area IV Youth Center.

Building Operations

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

- Implemented accurate task cleaning schedule for each facility maintained by DPW.
- Assisted with set-up and clean up of approximately 100 City events.
- Continued assistance in office moves for City buildings, including moving all City offices from the building at 238 Broadway to 344 Broadway.

- Set up 15 special events for the Mayor's Office and City Hall.
- 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 approximately 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 over 2,400 work orders into the fleet maintenance computerized program with 205 City vehicles having repair and maintenance costs.
- Generated over 250 preventative maintenance work orders into the fleet maintenance computerized program resulting in a 25% decrease in emergency work from previous fiscal year.
- Conducted bi-annual inspections of 550 taxis.

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 81 service requests into the computerized work order 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.



One of Public Works new vehicles, a Bobcat, can be used to clear snow on sidewalks and pedestrian ramps.

- Cleaned 1,201 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 twice during the summer of 2003 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Replaced approximately 40 linear feet of combined sewer and storm drain mains and installed or replaced 28 catch basins and 2 manholes through Remedial Reconstruction Contract.
- Cleaned approximately 66,000 linear feet of sewer and storm drain mains and televised approximately 82,000 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 conduct further investigations when problems are found.
- Completed design of a Supervisory Control and Data Acquisition (SCADA) system to control the City's remote pumping stations. Monitoring systems are to be installed at the Grove Street, New Street, Scott-Holden, Harvard Tunnel and Crescent Street Pumping Stations. The monitoring system will include the installation of a base control system at the DPW yard.
- Started field investigations and base mapping for the design of Common Manhole Contract 6 in the Normandy Terrace Area. Design is 75% complete.
- Managed construction of Common Manhole Removal Contract No. 3 which is 25 percent complete.
- Managed construction of Harvard Square (Phase I)/South Massachusetts Avenue (Phase II) Drainage and Sanitary Improvements, Contract No. 1 which is 40 percent complete.
- Managed construction of the Donnelly Field Site Improvements which is 90% complete.
- Managed construction of the Squirrel Brand Site Improvements which is 10% complete.
- Began a pilot project to investigate the effectiveness of various odor control methods, particularly from catch basins. Methods under consideration are both structural (such as manhole inserts and catch basin hoods), and chemical (such as different types of deodorizers).



Mayor Sullivan and Councilor and State Representative Toomey join Public Works in accepting the 2003 Pioneer Manufacturing Field of Excellence Award for Donnelly Field.

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. Bid announcements are posted on the City's Web site.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts when appropriate and encourages the participation and outreach to minority, local and women businesses through the City's Minority Business Enterprise (MBE) program and other venues. The City collaborates along with the Cities of Brookline, Newton, Arlington, Belmont, Waltham, Watertown, and Winchester in a Cooperative Fuel Bid and with the Metropolitan Area Planning Council for office supplies, recycled paper and lamps and ballasts. The Purchasing Office also encourages the purchase of environmentally preferred products. The Purchasing Office oversees the Print Shop and Mail Room 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

- Continued to upgrade the Purchasing Department's Web site making it more interactive for users and vendors.
- Continued a proactive campaign advocating the purchase of environmentally preferred products.
- Initiated tracking of environmentally preferred product purchases.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- Participated in the *Buy Cambridge Initiative*.
- Managed bid process for significant capital projects including the renovation of 344 Broadway and Russell Field.

- Collaborated with other members of the Metropolitan Mayor's Coalition to do cooperative bids for recycled paper, lamps and ballasts and office products.

- In collaboration with Auditing and MIS began entering fixed asset information into the PeopleSoft system.

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.

Highlights and Accomplishments

- Increased number of jobs printed in-house by an average of 128%.
- Printed and bound the FY05 Annual Budget Book.
- Printed Assessor's FY04 Commitment Book with leatherette foil stamped cover for half the cost of previously outsourced printing service.



Purchasing Office Staff.

Schools

Dr. Thomas Fowler-Finn, Superintendent • 159 Thorndike St., Cambridge • 617.349.6494



Early in the school year the Cambridge School Committee adopted a set of four goals in agreement with Superintendent Dr. Thomas Fowler-Finn. The focus of the goals are: to raise achievement for all students and to close the achievement gap, to more fully develop the system for evaluation of student learning and personnel, to support the high school principal to strengthen the CRLS educational community and to establish systems that provide information necessary to measure the achievement gap and support better decision-making. Throughout the year a range of improvements, programs and projects have been initiated to support the goals and enhance learning.

Performance Benchmarks Established

Critical to successfully closing the achievement gap are the newly established comprehensive performance benchmarks for schools and system-wide assessments based on the district's curriculum standards. For the first time, teachers will be able to quickly understand their students' level of achievement without waiting months for results.

Cambridge Rindge and Latin School

Cambridge Rindge and Latin School, the city's public high school, continued to improve equity of opportunity for all students. Principal Sybil Knight worked with parents and staff to align the learning expectations and curriculum with the mission of the school. She implemented honors and college prep courses for all grades beginning in the fall of '04, and will oversee the transition to block scheduling in the fall of '05, including a year of in-service training for teachers. Students in the coming year may also participate in the new AVID (Advancement Via Individual Determination) Program designed to help students develop better study habits and improve writing and organizational skills.

New Science Initiative & Community Support for Teaching Science

The K-12 Science Initiative will feature a cutting edge K-12 curriculum, and generate additional support to assure that every student, and every teacher in Cambridge have exceptional opportunities for additional in-depth science work. Expanding teaching partnerships with university-based scientists, linking school and corporate facilities and exploration, and educating the community, are part of the initiative. Current collaborations include those with MIT, Harvard, Lesley, Draper Labs, and Biogen Idec which built a community laboratory within their corporation for exceptional students' experimentation, Novartis, the Whitehead Institute for Biomedical Research, and many others.

Highlights and Accomplishments

- Rindge School of Technical Arts Biotechnology Students: NASA accepted their experiment to fly on a future space shuttle.
- The CRLS Underwater Robotics Team was awarded first place in the ROV National Championships, beating high school and college teams - including MIT.
- CRLS SAT scores of the top 20% of class were amongst the highest in the state and nation. CRLS dropout rate was amongst the lowest in state.
- A variety of CRLS athletic teams won Greater Boston League titles and competed in state tournaments. Several students won GBL All Star Recognition and were named to All Star Teams.
- Harvard Conant Fellowships, a Fullbright, Omega Man of the Year, Above and Beyond, and the Amgen Award for Science Teaching Excellence are samples of awards won by Cambridge Public School teachers.
- Tobin School was one of 12 schools nationwide receiving funding for a HAM radio station.
- CRLS Student Artwork won Boston Globe Scholastic Art Awards, and elementary and high school artwork was exhibited at the Cambridge Multicultural Center, City Hall and in several local galleries.
- Elementary Music groups won gold plaques at the Great East Music Festival and the CRLS Jazz Ensemble performed at the State House and other events.

Summer Programs

Collaborating with the Department of Education, Harvard and a variety of nonprofits, free enrichment courses including field trips are offered by CPS:

- Compass
- Summerbridge
- Jumpstart
- The Harvard Cambridge Summer Academy
- Crimson Summer Academy
- MIT SEED Academy



With Coach Dixon, A Patriot's Coach of the Week award winner, at the helm, the Falcons had an 8-2 finish, the best in CRLS history. Falcon players and fans look forward to the new football field and field house under construction.

Traffic, Parking, Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department is responsible for managing the public right of ways 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.

Traffic Control Division

This 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.

Parking Control Division

This 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.

Supporting Services Division

This Division is responsible for administrative functions of the Department and coordination of programs within divisions.

Highlights and Accomplishments

Service improvements: Continued to increase the options for residents to do business with the City without having to come into the office. Parking ticket payments via the web continue to grow. The \$3 processing fee for customers who pay by phone was eliminated. Many people chose to renew their resident permit by mail. Upgraded parking ticket dispute form letters in look, tone, and substance.

Street Permit improvements: Permits can be paid by credit card or in person. All permit applications are available online. Initiated a procedure for permitting moving containers. Initiated new street occupancy permits for the food trucks that receive permits from the Licensing Commission. The permit provides a designated space for a fee.

Resident information: Received many excellent digital pictures in response to the design competition for the picture for the 2004 Resident Permit. Cambridge resident Chris Welton won the competition. The picture was also used on the Department's newly redesigned 2004 Resident Information Brochure. The brochure is given to every household that receives a Resident Parking Permit or Visitor Parking Permit. We are also providing residents with DPW's Rodent Control Brochure when they receive their 2004 Resident Parking Permit.

New visitor permits: Redesigned the 2004 Visitor Parking Permit to discourage abuse. The new permit includes foil numbers that are very difficult to duplicate.

Signals: Created a multi-faceted traffic signal database that is tied to GIS. A related database was created in the SYNCHRO software package that includes timing, phasing, traffic count, and analysis information. A complete field inventory of all signal equipment was completed. A list of needed repairs was updated and upgrades prioritized. Improvements are ongoing. Proactive signal improvements were made at Mass. Ave. and Route 16, Huron Ave. & Aberdeen Ave., Aberdeen Ave. & Mt. Auburn St., First St. & Binney St., Cambridge Park Drive & Cambridge Park Place, and the length of Prospect St.

Vehicle Crash data: Created a GIS database from all available crash data for the years 1999-2000. The database will allow for extensive analysis and help identify intersections that require attention due to traffic accidents.

Pavement Markings: Refurbished the majority of all centerlines and the 1,785 crosswalks throughout the city. Reduced noise complaints from residents due to improved scheduling of nighttime work.

Meters: Created a new meter database that includes the meter inventory and repair records for all meters. Tied inventory to GIS to allow meter locations to be mapped. All problems and repair work are logged in the database at First Street. The repair records are available to Parking Services staff to handle parking disputes for parking meter malfunctions. Revised collection routes for meters and reduced meter jams due to delayed collections.

Garage management: Changed the vendor providing management of the two garages without any degradation of service. Improved garage cleanliness.

Parking ticket processing: Awarded a new contract for parking ticket processing and collections that includes many new improvements. The improvements include a new browser for staff to more quickly access computer data when serving customers; an upgraded interface between our city and vendor, which will result in lower equipment costs while maintaining the speed of data transmission; handheld computer ticket writer machines for parking control officers; a "paperless" correspondence imaging system which will result in all parking ticket correspondence being reviewed on staff computers; and an upgraded voice response system resulting in improved parking ticket pay by phone service.

Green Street Garage Renovations: The renovation and repair work to the Green Street Garage will be completed by the end of this fiscal year. This work includes the artwork in the Pearl /Green stairway.

Veterans' Services

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

The Department of Veterans' Services (DVS) serves as an advocate for all 8,092 local veterans and their 22,502 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; \$210,000 in assistance was disbursed in Fiscal Year 2004. 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 \$8.5 million in Federal monies for VA pensions, compensations and benefits during Fiscal Year 2004. The department assists veterans and their families in processing 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 Abatements/Exemptions.

Highlights and Accomplishments

- Successfully managed an 8% increase in the number of clients served. Continued to minimize M.G.L. Chapter 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, third party reimbursements and improved case management.
- Continued to enhance the department's Web site ensuring that quality, up-to-date information is available to Veterans and their families.
- Assisted veterans and/or their spouses in applying for the Prescription Advantage Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY04.
- Assisted veterans and/or their spouses in applying for Mass Health Insurance Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients effective January 2004.
- Implemented new changes in policies and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective January 2004.
- In conjunction with the VA Boston Healthcare System, participated in "Home Coming Day" for Enduring Freedom and Iraq Veterans.
- In a partnership with the Cambridge Post Office, unveiled two new postage stamps, the "Purple Heart" during our annual Veterans' Day Observance, and the "National World War II Memorial Stamp" at our Memorial Day Observance.



Cambridge Fire and Police Honor Guards at Memorial Day Parade.



Unveiling of "Purple Heart Stamp" on Veterans' Day by Postmaster Michael J. Haggerty.



Unveiling of "National World War II Memorial Stamp," Memorial Day, D-Day Normandy Beach Veteran Marvin E. Gilmore and WWII Pacific Veteran and oldest member of Cambridge's VFW, Leo Ciccolo.

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 102,000 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 Department's 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.

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.



Gerard Hickey and Steve Sharkey demonstrate the proper technique of "fixing a leak" to Cambridge School children during the annual Water Week celebration.

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 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

- Produced over 5.3 billion gallons of high quality potable water to serve the City's needs.
- Completed an update to the Department's Web page that includes new design and navigation features consistent with the City's Web Site. This will help improve the Department's public outreach efforts and ability to provide comprehensive and timely information. The new Web page was fully launched in January of 2004.
- Completed the review of the Vulnerability Assessment of the Cambridge Water System with the City Manager and key City departments.
- Received laboratory certification, by DEP, in new plant for potable water chemistry.
- Processed 358 permits relating to the City water system.
- Provided over 84 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility.
- Completed the procurement of vendors to provide for the installation of some new meters and Automatic Meter Reading (AMR) hardware at every meter location. This program will allow for daily reads of water meters to virtually eliminate estimated readings. It will also enable us to provide improved customer service.
- 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.
- Hosted the City Local Emergency Planning Committee's (LEPC) simulated emergency training exercise.
- Produced and distributed the first in-house Consumer Confidence Report for calendar year 2003 to all Cambridge water users.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

Administration/Business Division

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

- Managed \$16.3 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 15,060 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

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 for water main replacement projects. These projects included the design of water mains in Decatur, Valentine, Lopez, Watson, Salem and Irving Street/Ashton Place.
- Took over responsibility (from Distribution Division) for reviewing and issuing permit applications for most water works construction projects, including all proposed ductile iron pipe work as well as projects involving multiple water services.
- Reviewed several projects that were either in the planning stage or under design. Examples include several roads within Cambridgeport, Yerxa Road, Eliot Square and Massachusetts Avenue/Lafayette Square.
- Coordinated with Harvard University and evaluated a hydraulic model of the potential impacts to the City water supply from Harvard's planned development of their North Precinct area (bounded by Oxford and Kirkland Streets): the result of which may lead to Harvard's upgrade of water mains in Hammond Street and Francis Avenue.
- Continued to update the Geographical Information Systems (GIS) Mapping with the MIS Department relating to water distribution system maps from 1996. Have incorporated as-built drawing information of new water mains on various City streets, the total of which is 12,600 linear feet and have included associated major water services, hydrants and valves.
- Performed 6,183 backflow device inspections and surveyed 171 establishments for potential cross connections to the public water supply.
- Updated the long range capital improvement plan (5, 10 & 20-year) for the entire water system.



Stringent Federal and State guidelines make it necessary for the Water Department to utilize state-of-the-art laboratory facilities. Pictured is Krystyna McNally.

- Issued 252 permits (44 backflow device installations, 188 fire pumps and 20 hydrant use).

Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. 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 to further enhance water quality.
- Received laboratory recertification, from DEP, of bacteriology in late 2003. Continuing performance evaluation activities to maintain laboratory certifications.
- Performed over 67,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.

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 1,750 fire hydrants, 4,450 main valves, 18,300 valve boxes and 15,060 services within the water system.

The transmission pipeline starts in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified in the plant at Fresh Pond Reservation, 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 and storm water 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. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone and cable TV.

- Replaced 31 fire hydrants, repaired 90 leaks and performed 3,067 utility markouts.



Hector Perez and Ed Sennott put the finishing touches on a water service repair necessary to keep the water transmission and distribution system working safely.

- Replaced and rehabilitated approximately 3,585 linear feet of water main at the following locations: Decatur, Watson, Salem and Valentine Streets.
- Eliminated 263 of the 2,181 lead services targeted for replacement.
- Issued/signed off on 106 permits (88 construction and 18 demolition).
- Installed/replaced 2 irrigation supply lines to City Parks.

Watershed

This division is responsible for the management and operations of the City's three reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The reservoirs are Hobbs Brook, Stony Brook and Fresh Pond.

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.

The priorities continue to be source water protection and management that include: 1) the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey, 2) storm event reservoir management, 3) the implementation of a water quality early warning system, and 4) implementation of the Fresh Pond Master Plan.

- Completed the storm water runoff improvements/restoration of the Kingsley Park bowl area, landscape plantings around the treatment facility and the drainage improvements in the weir meadow area.
- Reviewed and monitored over 60 development and site remediation projects throughout the reservoir watersheds.
- Completed the fourth year of raw water quality monitoring per U.S. Geological Survey (USGS) standards.
- Developed a draft watershed land acquisition plan and recommended the acquisition of land for watershed protection purposes to the City.
- Maintained the watershed (up-country) hazardous material response program.
- Continued the 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

The Department of Weights and Measures is charged with the responsibility of ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department 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, etc.

The Department seals or condemns devices tested, and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors

for possession of licenses, and inspects weighing and measuring devices used by these 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 with three or more scanners.

Highlights and Accomplishments

- Increased outreach to business owners on local and state regulations and compliance.
- Responded in a timely fashion to consumer complaints as well as provided education about compliance guidelines.

Women's Commission

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

The Cambridge Commission on the Status of Women was established by ordinance in 1977 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

- Economic Justice and Support Services: Supported the development of a new and unique program for low-income women in Cambridge affected by stress and depression called Reaching Out About Depression (ROAD). Coordinated the Kitchen Table Conversations Group, a weekly support/action group for women and children living in public housing who have been affected by state and national welfare reform policies. During FY 04, the group focused on health care practices and access. Members have advised the Cambridge Health Alliance about mental health services for low-income families, and presented a health fair at the Windsor Health Center focused on the needs of low-income families.

- Safety Awareness and Training: Presented three different programs for pre-teen and teenage girls and their trusted female adults with Girls' LEAP, a program founded in Cambridge and located at Wellesley College. Collaborated with the CRLS STARS (Students Teaching About Respect) peer leaders and Girls' LEAP to strengthen awareness of personal and community safety strategies. A Girls' LEAP workshop was offered at Women's Health Day in October. The Commission sponsored a 6-week session of Girls' LEAP at the Windsor Health and Community Center for pre-teen and teenage girls and their guardians with the Police Department's Rape Aggression Defense Program.

- Women's Arts and Heritage Project: In collaboration with the Historical Commission and the Arts Council, presented several programs on women's history, including a celebration of the Window Shoppe in Harvard Square, a consignment shop and bakery developed by and for women fleeing the Holocaust. Hired an editor to organize and refine the database of women's contributions to the life of the City of Cambridge to be posted on the City's Web site. Led tours of the Cambridge Women's Heritage Trail in and around Central Square and mid-Cambridge.

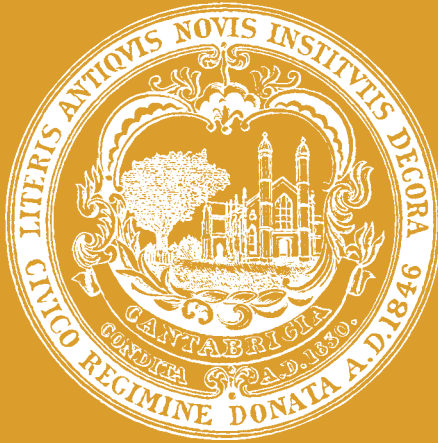
- Domestic Violence: Developed community meetings to respond to abuse of elder women as part of the city's Domestic Violence Free Zone. Visited and consulted with Northampton, Gloucester and Greenfield, MA communities at the request of mayors and public health officials to assist development of Domestic Violence Free Zones in those cities. Worked with the Cambridge Health Alliance on protocols and practices to enhance domestic violence screening skills for health care providers. Coordinated monthly meetings of the Domestic Violence Task Force that brings together all agencies and individuals working to prevent domestic violence and support those affected by it.

- Women's Health: Coordinated the 10th annual Women's Health Day at the Windsor Health and Community Center. Chaired the Women's Health Task Force for the Cambridge Health Alliance that focused on evaluating, coordinating and enhancing services for adolescents throughout the system.

- Young Women: Coordinated the 8th annual Fifth Grade Girls' Sports Day at MIT with daylong sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to healthy physical activity. Collaborated with the Cambridge YWCA on several new after-school and summer programs for elementary and teenage girls. Initiated a collaboration among all school-based programs for girls at CRLS.

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."



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

City Council

Mayor Michael A. Sullivan
Vice Mayor Marjorie C. Decker
Councillor Henrietta Davis
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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