



AMERICA'S PROMISE - THE ALLIANCE FOR YOUTH  
**100 BEST COMMUNITIES**  
For Young People  
powered by Capital One

# Children Community Caring Compassion City of Cambridge

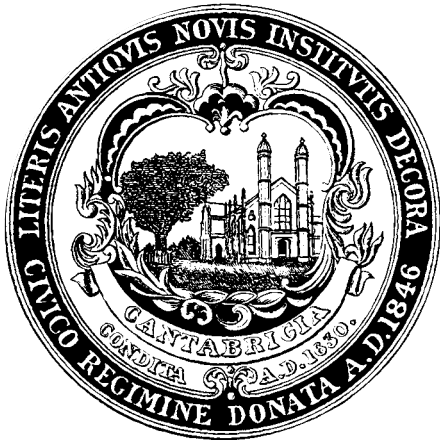


**NATIONAL ORGANIZATION ON  
DISABILITY**

Cambridge, MA

National Winner 2005  
Accessible America Competition

Annual Report  
2005/2006



# 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:*

We were honored to receive two national awards this past year recognizing the work of our Department of Human Service Programs. The **National Organization on Disability** (NOD) named Cambridge as the 2005 **Accessible America grand prize winner**. The \$25,000 award recognizes Cambridge as a national model for its focus on disability issues and for its successful design of programs, services and facilities. **America's Promise – The Alliance for Youth** named Cambridge one of the 100 Best Communities for Young People. Winners were celebrated for their commitment to providing healthy, safe and caring environments for young people.

# 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 2005-2006 Annual Report.

We have made significant progress this past year in supporting the City Council's goals. With continued strong financial standing, the City met the demands of increased responsibility in the area of homeland security, advanced its affordable housing and public construction initiatives and continued to provide the highest quality municipal services possible.

Cambridge retained its status as one of only 19 cities nationwide to earn AAA ratings from all three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.

In FY06, the City appropriated a combined total of \$12 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$47.1 million, of which approximately \$21.7 million was in state matching funds. We anticipate receiving an increased level of CPA state matching funds in FY07.

The City has made great progress on several capital projects, including the groundbreaking for William G. Maher Park at Fresh Pond Reservation, completion of the athletic facilities at Russell Field and completion of Porter Square roadway and sidewalk enhancements.

A construction project manager was hired and architectural firms were selected for both the new public safety headquarters and the West Cambridge Youth and Community Center/VFW. Design for these projects is well under way.

Our ongoing, multi-year effort to reconstruct water/sewer infrastructure and improve roadways continues. Installation of the Automatic Meter Reading (AMR) system for water usage is complete.

The IT Department is collaborating with MIT, the Cambridge Housing Authority and other groups to implement free "basic service" wireless Internet access in Cambridge.

Recognizing that FY05 property values and taxes placed a burden on some residential property owners, we produced an FY06 budget that only reflected a 2.5% increase in the property tax levy, due to a combination of increased non-property tax revenues and the use of reserves, resulting in the smallest increase in a decade. By using additional non-property tax revenues and reserves, we were able to achieve a 0% increase in the property tax levy. As a result, 76% of residential taxpayers received a property tax bill that was lower, the same, or only slightly higher (less than \$100) than the previous year.

In May 2006, the City Council approved the FY07 operating budget of \$395,469,100, a capital budget of \$11,368,065, and the five-year capital plan. The budget calls for a 5.5% increase in the property tax levy, though it may only be 5% by the fall, when the City Council votes on the City Manager's property tax and classification recommendations. The capital budget will support a variety of technology, public safety, building, school, roadway, water and sewer, street and open space construction projects.

The City continued its efforts on a range of "green" initiatives, integrating energy efficiency upgrades into building improvements; training City staff in methods for reducing or eliminating contamination that might otherwise enter the City's storm-water drainage system; and engaging community participation in the City's Climate Protection Plan by encouraging energy efficiency, use of renewable resources, recycling and use of alternative transportation modes. The City is working on its own Green Fleets initiative, seeking ways to reduce energy consumption and CO2 emissions by City vehicles.

The City was honored to receive two awards this year that demonstrate its commitment to providing high quality public services. America's Promise Alliance selected Cambridge as one of the 100 Best Communities for Young People. Additionally, the National Organization on Disability selected Cambridge as the Accessible America 2005 grand prize winner, recognizing the City as a national model for its work on disability issues.

I urge 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

## Cambridge City Hall

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

## Affirmative Action

Duane Brown, Director  
City Hall, 617.349.4331

## Animal Commission

Mark McCabe, Director  
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

Robert P. Reardon, Director  
City Hall, 617.349.4343

## Auditing

James Monagle, Auditor  
City Hall, 617.349.4240

## Budget

David Kale, Director  
City Hall, 617.349.4270

## CITY TV-8

Calvin Lindsay Jr., Director  
454 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

Marsha Weirnerman, Director  
51 Inman Street • Cambridge, MA 02139  
617.349.4361 • TTY 617.492.0235

## Electrical

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

## Emergency Communications

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

## Emergency Management

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

## Finance

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

## Fire

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

## Historical Commission

Charles M. Sullivan, Executive 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

## Information Technology (IT)

Mary Hart, Chief Information Officer  
831 Mass. Avenue • Cambridge, MA 02139  
617.349.4140 • TTY 617.349.4421

## Inspectional Services

Ranjit Singanayagam, 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  
359 Broadway • Cambridge, MA 02139  
617.349.4040 • TTY 617.349.4421

## License Commission

Richard V. Scali, Chair  
831 Mass. Avenue • Cambridge, MA 02139  
617.349.6140 • TTY 617.349.6112

## Mayor's Office

Kenneth E. Reeves, Mayor  
City Hall, 617.349.4321

## 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, Director  
51 Inman Street • Cambridge, MA 02139  
617.349.6155 • TTY 617.492.0235

## Public Health

Karen Hacker, MD, MPH  
Interim Chief Public Health Officer  
119 Windsor St. • Cambridge, MA 02139  
617.665.3800

## 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

Kimberly Sansoucy, Director  
51 Inman Street • Cambridge, MA 02139  
617.349.4697 • TTY 617.492.0235



# Cambridge At A Glance

**Land Area:**  
6.43 Square Miles

**County:**  
Middlesex

**Population:**  
101,355 (2000, US Census)

**Population Density:**  
15,763 Persons per square mile  
(2000, CDD)

**Person(s) Per Household:**  
2.03 Persons (2000, US Census)

**Median Age:**  
30.4 Years (2000, US Census)

**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:**  
32,240 - Enrolled in Degree Program  
(includes non-residents)  
(2005, CDD)

**Poverty Status:**  
8.7% of families  
12.9% of Individuals  
(2000, US Census)

**Registered Vehicles:**  
55,190 (2006, Mass. Registry of  
Motor Vehicles)

**Housing Units:**  
44,686 (2005, US Census)

**Owner Occupied Housing:**  
30% (2005, CDD)

**Median Housing Sales Price:**  
\$725,000 Single Family  
\$709,000 Two Family  
\$419,500 Condominium  
(2005, CDD/Banker & Tradesman)

**Typical Rental Price:**  
\$1,600 One Bedroom,  
\$1,900 Two Bedroom,  
\$2,300 Three Bedroom  
(2006, CDD)

**Median Household Income:**  
\$47,979 (2000, US Census)

**Jobs:**  
102,272  
(2005, Mass. Division of  
Employment & Training)

**Average Annual Wage:**  
\$66,508  
(2005, Mass. Division of  
Unemployment Assistance)

**Resident Unemployment Rate:**  
4.8 %  
(June 2006, Mass. Division of  
Unemployment Assistance)

**Major Employment Sectors:**  
Education, Professional & Technical  
Services, Health Care & Social  
Assistance, Accommodation & Food  
Services, Retail Trade  
(April 2006, Mass. Division of  
Unemployment Assistance)

**Property Tax Rate:**  
Residential \$7.38  
Commercial \$17.86  
(per \$1,000 of assessed value)

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

**Annual Operating Budget:**  
\$395 million  
(FY 07 - starting July 1, 2006)

**Public Schools:**  
12 elementary schools,  
1 high school

**Private Schools:**  
11, plus 2 charters, numerous  
pre-schools and special education

**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, 269 sworn firefighters,  
7 civilians

**Police Protection:**  
1 police station, 271 sworn  
officers, 37 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 Public Safety

This page is dedicated to the men and women of Police, Fire, Emergency Communications and Emergency Management departments, as well as those of other City agencies who work hard to keep our community safe.





# 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 departments with affirmative action hiring goals based on census figures and local labor market statistics.

- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Implemented the new minority & women business enterprise goals developed by the Division of Capitol Asset Management (DCAM). Attended compliance training sponsored by the State Office of Minority & Women Business Assistance (SOMWBA).
- Co-facilitated training programs on “Valuing Differences” and “Preventing Harassment for Managers.”
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Firefighter examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.

# 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 Commission also utilizes its resources to encourage responsible pet ownership, ensure public safety around domestic or wild animals and manage the diverse population of wildlife that co-exists in the city.

## Highlights and Accomplishments

- Licensed 2,193 dogs; picked up 89 stray dogs (87% returned to owner, 11% adopted); issued over 140 animal quarantines and 140 citations for violations of the Animal Control Ordinance.
- Responded to over 3,125 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, dog bite prevention and local wildlife for pre-schools, elementary schools, postal workers, youth camps and community groups.
- Transported 204 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 110 dogs and a low cost micro-chipping service to 56 dogs. Continued to provide access for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.
- Working in collaboration with the Cambridge Fire Department sponsored the Animal Rescue League’s “Spay Wagon” at the East Cambridge Fire Station, offering on site low cost spay and neuter for cats and dogs.
- Worked with the Water Department’s Chief Park Ranger to sponsor the Annual License Day at Fresh Pond Reservoir.
- Maintained representation of the Animal Control Officers Association of Massachusetts on the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs.
- Continued participating on the Cambridge Local Emergency Planning Committee to prepare for handling animals in a disaster. Distributed over 2,500 “Emergency Preparedness for you and your pet” pamphlets in the yearly licensing drive.
- Made advances working with a City task force to discuss the feasibility for off leash dog areas in all four quadrants of the city.

# 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.

## Highlights and Accomplishments

Received significant funding from the New England Foundation for the Arts (NEFA), the LEF Foundation and the Massachusetts Cultural Council to create and present "Public Art/Moving Site," an innovative temporary public art project designed to stretch the concept of "site" by defining it as both movable and stationary. The Cambridge Arts Council, the Rockingham Arts & Museum Project in Bellows Falls, VT, and ArtSPACE in New Haven CT partnered to select and present the work of artists DeWitt Godfrey, Michael Oatman and the artist collective Spurse. Site responsive exhibitions created by the artists occurred between January and May 2006 taking place in the CAC Gallery, in neighborhood locations in the City of Cambridge and also in the partner communities in Vermont and Connecticut.

Served as a collaborator and/or sponsor for citywide arts events and initiatives including the Cambridgeport Artists Open Studios (CAOS), the North Cambridge Artists Open Studios (NoCA), "Joyful Noise – A Celebration of the Life & Work of Dr. Martin Luther King, Jr." produced by the Cambridge Multicultural Arts Center; the Boston Dragon Boat Festival, and the "DIYDS National Youth Video and Film Festival." In addition to these collaborations, CAC partnered with the Arts & Business Council of Greater Boston, the Cambridge Public Schools Visual & Performing Arts Department and the Cambridge Community Foundation to engage and educate leaders in the local arts community on a variety of issues pertaining to arts education, funding, marketing and new technologies.

## Community Arts Program Highlights

The 27th Cambridge River Festival took place on Saturday, June 17, 2006 with a continued focus on community involvement. The event theme, *Revolve*, was chosen to reflect the playfulness of the festival and to evoke images of circles, spin art and hula hoops. The theme also created opportunities to draw on ideas from the rich 27-year history of the event and generate support from new and longtime partners. The event featured music stages populated by returning partners, Regattabar at the Charles Hotel and the Passim Folk Music & Cultural Center. Additionally, a "Pup Tent," offered a family friendly format featuring performances from students at the Graham & Parks School, the Cambridge Performance Project, Great Small Works and Puppet Karaoke by ImprovBoston in Inman Square, while the "Revolve Stage" presented various community groups and gospel performances including North Cambridge Family Opera, CRLS Gospel Choir and St. Paul AME Gospel Choir. The festival included dynamic public artworks by The Institute for Infinitely Small Things and by Lesley University professor Kerrie Bellisario and additional collaborations with Hub on Wheels, New England Poetry Club, the Haggerty School, Beyond the 4th Wall, Jam'Nastics, Mestre Chuvisco Capoeira, Puppeteers Cooperative, Afterworks, and the King Open School. Over 150 vendors partici-

pated in either the International Bazaar or World of Food offering an array of multicultural crafts and cuisine.

Produced the 14th season of *Summer in the City* in July and August 2005. The citywide series, which targets youth ages 4 to 11, offered 14 free, professional, interactive and artistic performances in parks and public spaces throughout the city. In 2005, performances attracted over 2,500 attendees. Performances included: Chhandika, Kathak dance and Indian storytelling; Somaly Hay, a group of children, teens and adults performing authentic Cambodian dance, an outdoor movie screening in Inman Square, and Tobias Vanderhoop, a member of the Aquinnah Wampanoag tribe sharing traditional stories and song. Promotional efforts included a mailing to every household with children in the Cambridge elementary schools and an attractive brochure designed by students at the Art Institute of Boston at Lesley University.

With funding from the City of Cambridge and the Massachusetts Cultural Council, the Arts Council distributed approximately \$50,000 in funding through the *CAC Grant Program* to support arts initiatives providing a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 27 grants representing 56% of the applicant pool. Examples of funded projects included: presentation of a new choral work commissioned by the Cambridge Community Chorus from renowned Argentinean composer Luis Bacalov; "Visions of Community," a mural project involving King Open School students, staff, families and surrounding community and designed to unify recently combined school communities; a series of partnerships between Actors' Shakespeare Project and four Cambridge neighborhood organizations representing underserved populations, to share artistic explorations of Shakespeare's plays; and "Street Artists Photojournalism Project" a photo documentation of street performers in Cambridge.

The 8th Annual Grant Awards Celebration in February 2005 included information displays by grant recipients and a public reception. On display in the CAC Gallery was an exhibition for a 2006 grant funded project, *Public Art/Moving Site*, an innovative traveling public art project presented in three New England states from January through June 2006. The display and reception provided an opportunity for recipients to advertise their work, network with other recipients, the public and City officials. The reception also provided recipients and the broader public the opportunity to experience the public art and green building renovations done at the City Hall Annex.

Over 300 permits were issued in 2005 for Street Performers under a City ordinance that defines rules and regulations regarding their right to perform. During the peak performance season, the Arts Council's Street Performer Monitors support the licensed performers and help maintain a balance between the performers' rights to perform and conservation and maintenance recommendations for paintings and murals in the city's collection.

## Public Art Program Highlights

### Completed Projects

**Taylor Square:** Artist Paul Ramirez Jonas created public art at the head of the turnaround for the newly renovated Engine 8, Ladder 4 Fire Station, located at the intersection of Huron Avenue, Sherman Street, and Garden Street. Taylor Square is the smallest public park in Cambridge, measuring only 57 square feet. The public art

also included the distribution of 5,000 artist-designed keys that fit the lock on the gates to the park. The public received an open invitation to duplicate the keys endlessly. This action emphasizes that the ownership of public space resides with the public itself and firefighters and residents of all ages currently use and enjoy this little park.

**Porter Square Plaza:** Toshihiro Katayama created a bold design for the large plaza at Porter Square, giving a large sweep of urban space a visual identity. Picking up motifs from the busy intersection that serves as a major transportation hub and retail destination, Katayama used black and white graphics on the paver design and steel walls. Quarried Cape Ann granite boulders accent the plaza and mark the border of the plaza. Other design elements include stone walls, trees, and shrubs.

**Goldstar Mothers Pool:** Long-time Cambridge resident Todd McKie completed a mural that spans two long walls of the newly renovated pool house. One mural is visible from the street, and the other mural is visible from the pool. Considered by the artist as wall drawings, the murals contain images of imagined fish that are both elegant and whimsical.



Artist Todd McKie painting his mural "C'mon In, The Water's Fine!" for the Gold Star Mother's Pool. Photo Credit: Thomas Brodesser

## Ongoing Projects

**Harvard Square:** Jody Pinto continues to work on her design for Palmer Street. Her artistic plan for "New Palmer" envisions a shared space for active street life. Her public art project is providing an opportunity for private property owners and the City to enter into a partnership with the common goal of creating an enlivened and cohesive space for shops, restaurants, cultural events, diverse pedestrian activity, and evening and nighttime activity.

**Russell Field:** Taylor Davis has designed a sculptural bus shelter that will be completed in August 2006. Rose-colored glass and a bench reminiscent of a dugout bench will provide shelter for bus riders and an artistic element for the entrance to the newly renovated recreational park.

**Main Library Expansion:** Liam Gillick continued his design of a public artwork on the ramp that will serve the underground parking garage. Completion is expected in 2008.

**Women's Memorial Project:** Ellen Driscoll's artwork, *Filament/Fir-mament*, will be executed in a two-story atrium in the heart of the new main branch of the Cambridge Public Library. Designed to commemorate the status and contribution of women to Cambridge and the broader society, the artwork will consist of etched glass, zinc wall panels, woven cable, text, and textile imagery. A Web site will accompany the physical work and include stories of remarkable women and their contributions to society.

**Danehy Park:** Mierle Laderman Ukeles is planning phase V of *Turnaround Surround*, her multi-year project for the top of Danehy Park that focuses on the remediation and transformation of what was once a clay pit and then a waste disposal site into a 55-acre active use park.

**Yerxa Road:** Randal Thurston has designed sculptural elements for the long ramps that flank the tunnel under the Fitchburg Commuter Railroad tracks. His steel silhouette cutouts will be mounted on the concrete ramp walls and portals. Inside the tunnel the artist will continue his motifs of flora and fauna on the ceramic wall tiles. Installation will occur in August 2006.

**Trolley Square Park:** Artist Nancy Selvage is designing a sculptural fence for the small park at the corner of Massachusetts Avenue and Cameron Avenue. Installation is expected in Spring 2007.

**Lafayette Square:** Heidi Whitman is creating public art in mosaic for the new plaza at the intersection of Massachusetts Avenue, Main Street, and Columbia Street.

**Harvard Street Park:** For the new open space that will be located at the old 238 Broadway site, three artists will create artistic variations on a standard park bench. Laura Evans, Tory Fair, and Kenn Speiser have designed unique sculptural treatments that will transform a familiar bench into an artistic statement.

**Vassal Lane Traffic Calming:** At the intersection of Vassal Lane, Reservoir Street, and Walden Street in West Cambridge, the City is responding to neighborhood requests for traffic calming measures by commissioning long-time Cambridge artist Wen-ti Tsen to paint a circular mural on the street. The artwork design, chosen by residents of the neighborhood, will be completed by the end of July 2006. This project is based on other municipal models nationally and represents an experiment by Cambridge in using street murals to slow motorists at intersections.

**Dana Park:** The second public art component for Dana Park will be designed by artist John Powell. Powell will draw from the rich literary history, past and present, around the Dana Park neighborhood to inform the design of his project for this site.

**Robert W. Healy Public Safety Facility:** Krzysztof Wodiczko has been commissioned to create public art for the new police station. He will develop an initial concept for the new public safety facility during the summer of 2006.

## Education & Outreach

Created and presented "*Public Art/Moving Site*," a temporary public art project designed to stretch the concept of "site" by defining it as both movable and stationary. The Cambridge Arts Council, the Rockingham Arts & Museum Project in Bellows Falls, VT, and Art-



*Dancers of Chhankika perform Kathak dance, an artform rooted in traditional Indian storytelling, for youth at the Agassiz Neighborhood Council. Photo Credit: Christina Alvarado*

SPACE in New Haven, CT partnered to select and present the work of artists DeWitt Godfrey, Michael Oatman and the artist collective Spurse. Site responsive exhibitions created by the artists occurred between January and May 2006 in the CAC Gallery and neighborhood locations in Cambridge and the partner communities in Vermont and Connecticut.

Received a Summer Work & Learning grant from the Office for Workforce Development to support the fourth year of *Art Among Us*, a program designed to train Cambridge youth in the process of making public art for utility boxes in the city. Participating high school students worked for 20 hours per week for six weeks in July and August 2005. *Art Among Us* is a collaboration of the Department of Public Works, the Arts Council, and the Mayor's Summer Youth Employment Program. Under the guidance of professional artists, 12 youth created designs for 10 utility boxes in Central Square, Donnelly Field, North Cambridge, and Technology Square.

Collaborated with the Underground Railway Theater (URT) to present the second season of performances for *Public Art ACTS*. Working with a two-year grant from the National Endowment for the Arts (NEA), CAC and URT developed theatrical performances in dialogue with public art. Performed on site, these productions feature 20-minute presentations for neighborhood audiences at new and existing public art sites.

Developed and implemented educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent; two summer programs presented in collaboration with the Mayor's Summer Youth Employment Program; public art tours of Porter and Central Squares as part of the Cambridge Historical Collaborative; and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, after school programs, and in various squares and open spaces.

## CAC Gallery

Presented six exhibitions in the CAC Gallery focused on contemporary public artwork and the role that it plays in fostering communication and a greater understanding of the history and current activity in the city. *Filament/Firmament* featured the work of Cambridge

Artist Ellen Driscoll and focused on her public art installation for the main branch of the Cambridge Public Library. "Open," by Paul Ramirez Jonas, dealt with the notion of property ownership and the value of shared public space. "Rose-tinted" by local artist Taylor Davis, highlighted Davis's commission by the City to create a sculptural bus shelter along Rindge Avenue and also provided further insight into some of her more recent work. "Dimensions variable; Site fixed," organized by Mary Sherman, included the work of 19 local, national and international artists tasked with creating virtual public artworks for various sites in Cambridge. "Pamplona" and "Pamplona, inside" by DeWitt Godfrey, "Model Citizens" by Michael Oatman and "Provisional Kitchen" by the artist collaborative Spurse each occurred as part of a broader project entitled "*Public Art/Moving Site*" synthesizing the Arts Council's work in the areas of public art, education and exhibition.



*Artist Roger Bisbing and his miniature project as part of "Model Citizens," an installation by Michael Oatman in the CAC Gallery, March – April 2006. Photo Credit: Roger Bisbing.*

## Public Art/Conservation & Maintenance

Commissioned Rika Smith, McNally & Associates to complete assessment and routine maintenance of publicly sited sculpture and artistic objects contained in the City's public art collection. Likewise, CAC commissioned conservator Lydia Vagts to provide assessment and conservation and maintenance recommendations for paintings and murals in the City's collection.

# Assessing

Robert P. Reardon, 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.

- The Department continued its full list and re-measure program for all residential and commercial properties. This re-inspection program continually updates department records with the most accurate information on the condition and physical characteristics of the real estate in the City of Cambridge. The residential property staff will continue to send out inspection request cards, following-up with telephone calls, knocking on doors and leaving reminders at the properties to call the office.
- Assessed Values are produced with a state-of-the-art CAMA (computer assisted mass appraisal) system for residential and commercial properties. This system, by Vision Appraisal Technology, has

provided taxpayers with better access to data by means of public research terminals and the capabilities for an enhanced Web page developed by the IT Department. We have taken digital photos of 99.9 percent of the residential parcels in Cambridge, which have been linked to the property record card. Taxpayers are able to obtain a single document containing all descriptive information about their property along with a sketch and photograph.

- The Board continued to improve the business personal property valuation system with additional pricing codes to represent the changes in equipment required by the diverse businesses within the City of Cambridge. The personal property software provides 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 FY04, FY05, FY06 taxable value for Cambridge:

	FY04 Value(000s)	FY05 Value(000s)	FY06 Value (000s)
Existing Commercial & Industrial	\$6,208,032	\$6,660,728	\$6,874,429
New Commercial & Industrial	417,172	348,810	405,926
<b>TOTAL COMMERCIAL &amp; INDUSTRIAL</b>	<b>\$6,625,204</b>	<b>\$7,009,538</b>	<b>\$7,280,355</b>
Existing Residential Property	\$12,004,650	\$13,672,441	\$13,671,983
New Residential Property	152,849	198,702	289,717
<b>TOTAL RESIDENTIAL PROPERTY</b>	<b>\$12,157,499</b>	<b>\$13,871,143</b>	<b>\$13,961,700</b>
Existing Personal Property	\$319,389	\$353,235	\$394,584
New Personal Property	124,480	114,084	\$210,259
<b>TOTAL PERSONAL PROPERTY</b>	<b>\$443,869</b>	<b>\$467,319</b>	<b>\$604,843</b>
<b>TOTAL TAXABLE PROPERTY</b>	<b>\$19,226,572</b>	<b>\$21,348,000</b>	<b>\$21,846,898</b>

# 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

- Implemented the requirements of GASB Statement Number 40 disclosing deposit and investment risk.
- Prepared the City's annual financial statements including the requirements of GASB 34. This report is available online.

- Continued to assist in internal and external requests for Accounts Payable and vendor inquiries.
- Continued to teach basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Auditing staff assisted in upgrading the tax revenue system and ensured it posted correctly to the City's general ledger.
- Completed all Mass. Dept. of Revenue required reports.
- Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report (CAFR).

# Budget

David Kale, Director • City Hall • 617.349.4270

The Budget Department oversees 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:

- Assist in developing the 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. In addition, the Budget Office prepares transfer and appropriation requests for submission to the City Council during the fiscal year.

## Highlights and Accomplishments

- Monitored and balanced the FY06 Operating and Capital budgets of \$407,569,995.

- Prepared and published an FY06 budget summary document on the City's Web site to increase public access to financial information.

- Received, for the 21st consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY06 Operating and Capital budgets.

- Supported the Public Works Department initiative to ensure energy accounts are recorded by applicable departments in the new energy management system, to provide future energy usage information for electricity and natural gas.

- Designed and implemented a new online budget development system that allows departments to submit required information electronically, view and print up-to-date reports and track the status of their budget presentation documents.

- Prepared all documents for \$67,515,000 Bond Sale for the acquisition of and renovations to buildings to be used for a public safety facility and a youth and community center, the remodeling of the main library, street improvements, sewer reconstruction, public building renovations, and park improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.95%.

- Collaborated with the Finance, Assessing and Revenue departments to publish and mail three separate brochures which explained the City budget, property values and real estate taxes, and abatements and exemptions, along with the production of a Cable TV demonstration of an actual home inspection.

- Assisted in preparation of: FY2005 CAFR, FY2005 Financial Statements, Bond Rating agency presentation document, and Official Statement for February 2006 Bond Sale.

# CITY TV-8

Calvin Lindsay, Jr., Director • 454 Broadway, Cambridge • 617.349.4296

CITY TV-8 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.

CITY TV-8 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

- In conjunction with the Cambridge Public Schools, opened the Media Arts Studio, a broadcast production studio facility that features two studios and houses the staffs of CITY TV-8, Cambridge Educational Access and the television production program of the Rindge School of Technical Arts.

- Premiered the talk show *Wired Up!*, a monthly program by, for and about Cambridge teens. *Wired Up!*, provides an opportunity for young people to discuss issues of importance to their lives and communities.

- Revamped the CITY TV-8 programming schedule to accommodate a longer broadcast day that now covers every day of the week.

- Developed a partnership with the Cambridge based Improv Boston Theatre to create an in-studio comedy series that will premiere in 2006.

- Continued to cover and broadcast important community events and celebrations, including the Memorial Day parade, the Veteran's Day and Patriots Day observances, the Annual Dance Party and Danehy Park Family Day.

- Continued to re-stock our acquired titles and series in order to provide City TV-8 viewers with a viable alternative for educational, artistic and cultural programming.

# 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 Committees. 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.

## Highlights and Accomplishments

- Vital Statistics:
  - Cambridge residents - births in Cambridge: 391
  - Non-residents - births in Cambridge: 2,778
  - Cambridge residents - births outside Cambridge: 543
  - Marriages recorded: 1,356
  - Deaths recorded: 1,000
- Worked with the IT Department on improvements to the database system that provides City Council agenda information on the web and on development of a web-based system to record physician's certificates.
- Implemented project to increase the compliance of physicians, osteopaths, podiatrists, optometrists and electrolysis with MGL Ch. 112, which requires local filing as well as state registration.
- Rehabilitated and reorganized basement vault space to upgrade storage of original City Council records and various vital statistic record books, including marriage intention records and deposition books for amendments to vital records. Upgraded office vault to improve preservation of bound City Council records.
- Completed long-term backlog elimination project to provide a permanent bound record of all City Council actions.



*Customers continue to take advantage of the City's late evening hours on Mondays.*



*Participants from the Mayor's Summer Youth Employment Program with City Clerk Margaret Drury.*

# 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 federal and state government. 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

- In collaboration with the City Manager's Office, coordinated a two-day conference and city tour for members from the National League of Cities' Finance Committee.
- In collaboration with the City Manager's Office, coordinated a two-day conference and city tour for members from the National League of Cities' Energy, Environment & Natural Resources Committee.
- Coordinated the City Council Inaugural Ceremony in January 2006.
- Facilitated approximately 25 dedication ceremonies initiated by the City Council.
- Redesigned office space to accommodate the new City Council Research Assistants.
- Continued to provide administrative support to the City Council as well as provide constituent services.

## Goals of the City Council FY06-07

- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- Value and support the racial, socioeconomic, cultural and religious diversity of our city. Cambridge will continue to be a city that welcomes, values and respects people of all abilities.



*2004-2005 Cambridge City Council. Seated (left to right): Henrietta Davis, E. Denise Simmons, Michael A. Sullivan (serving as Mayor through 2005), and Marjorie C. Decker (serving as Vice Mayor through 2005). Standing (left to right): Anthony D. Galluccio, David P. Maher, Kenneth E. Reeves (Mayor 2006 to present), Brian Murphy and Timothy J. Toomey, Jr. (Vice Mayor 2006 to present).*

*NOTE: The photo above shows City Council members in office during the first half of FY06. In January 2006, a new Council took office with most incumbents remaining on board. Kenneth E. Reeves is currently serving as Mayor, along with Timothy J. Toomey, Jr. as Vice Mayor. New Council member Craig A. Kelley replaced David P. Maher.*

- Provide high quality services, including excellent customer service, effectively and efficiently and continually strive to update the public on City issues and services.
- Deliver high quality public safety services and maintain a high level of public confidence in these services.
- Preserve and create affordable housing for low, moderate and middle-income residents.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.
- Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.
- Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial community partnerships with businesses and universities. Highlight the unique benefits of Cambridge as a community in which to live and work; focus on transmitting the values and identity of Cambridge.



# 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 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.

## Highlights and Accomplishments

- Cambridge retained its AAA rating status from the three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.
- In the fall of 2005, the City received its fourth annual allocation of matching funds from the state under provisions of the Community Preservation Act (CPA), which Cambridge voters passed in 2002. The \$5.25 million in matching state funds added to the \$5.25 million from City-raised funds, has contributed significantly to the City's ongoing initiatives in the areas of affordable housing, historic preservation and open space protection.
- Creation and preservation of affordable housing remains a high priority for the City. In FY06, the City facilitated the creation of approximately 70 new units of rental and homeownership housing, continued the development of more than 60 affordable units under construction, and completed more than 80 affordable units. Projects included redevelopment of the formerly MBTA-owned Trolley Square site into 8 homeownership and 32 rental units with retail and community space; restoration and renovation of 6 units of rental housing on Cambridge Street in East Cambridge; completion of 8 homeownership units in Phase II of the Alewife Brook condominiums; acquisition of a parcel on Columbia Street in Area IV where 13 affordable homeownership units will be developed; and acquisition of a former print shop on Harvard Street, which will be redeveloped as affordable housing. These developments were financed with funds generated by the CPA and will provide much-needed affordable housing for Cambridge families, with long-term affordability ensured by deed restrictions held by the City. The City also worked with private developers to create more than 150 new affordable rental and homeownership units under its Inclusionary Housing Program.
- Open Space funds provided through the CPA enabled the City to acquire a community garden on Watson Street and to further improve and enhance the preservation and restoration of Fresh Pond Reservation lands.
- Historic preservation funds from the CPA enabled the City to continue to restore and preserve its historic public buildings and landscapes. In addition, the Historical Commission's CPA-funded Preservation Grant Program supported 7 affordable housing projects and 14 non-profit institution renovation projects in FY06.
- Continued participation, in cooperation with chief executives from neighboring communities and the Metro Mayors Coalition, in a planning process to determine areas for mutually coordinated

efforts such as emergency management planning and response, energy consumption and group health insurance.

- Organized the tenth annual Danehy Park Family Day in September 2005. Each year, over 4,000 Cambridge residents enjoy free rides and food, arts and entertainment at our award winning recycled open space facility.
- Assisted the City Council in hosting a reception and celebration of the second anniversary of Cambridge's status as the first city in the nation to accept state-sanctioned, same sex marriage intentions.
- Worked closely with various City departments to plan and manage a series of events and programs aimed at showcasing the rich culture, diversity, history and public art in Cambridge. Major events included the Citywide Dance Party, Cambridge River Festival (put on by the Cambridge Arts Council), A Taste of Cambridge, a salsa concert/unity event, and a Caribbean Carnival and parade.
- Collaborated with the IT Department to train City employees to work with the Cambridge Request System, a Web-based interdepartmental process that tracks resolution of requests for service.
- Supported citywide advisory committees, including Fresh Pond Advisory Board and the Open Space Committee.
- Coordinated the Outstanding City Employee Awards Program and presented awards to 12 individual recipients and a group award to CDD's First Time Homebuyer staff.

## MAJOR CAPITAL PROJECTS

**New Public Safety Headquarters:** Hired a construction project manager and selected the architectural firm Kaestle Boos Associates, Inc. to design the build-out of this city-owned shell building at 125 Sixth Street into a state-of-the-art public safety facility. As with all new projects, the City is incorporating green building technologies into the design.

**West Cambridge Youth and Community Center/VFW:** Hired a construction project manager and selected the architectural firm Cambridge Seven Associates, Inc. to design a new youth and community center/VFW facility at 688 Huron Avenue. Design development is under way, with community input, and the project is expected to go out to bid in late fall 2006.

**Main Library Renovation and Expansion Project:** Due to only one general contractor bidding on the project, significant impacts as a result of the new public construction law and post-Katrina effects on construction costs, the library renovation design was value engineered to reduce costs before going out to bid this summer. 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 through use of green building design guidelines, and enhanced pedestrian and vehicular access.

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

**Sewer Separation and Stormwater Management Projects:** Sewer separation and stormwater management projects completed in the past year include the sewer separation work associated with the Porter Square Enhancement Project, Common Manhole removal work in Cambridgeport and the completion of the construction of new outfalls to the Charles River in Cambridgeport. Design work has been completed on a number of other projects including the next outfall and system rehabilitation project in the Albany/Vassar Street area of Cambridgeport, the Bishop Allen Stormwater Management project slated for Parking Lot 6 and the design of common manhole removal work in the Alewife Watershed in the Cambridge Highlands. Construction is anticipated to begin on these projects in fall 2006, together with the Mid-Cambridge stormwater management system associated with the Library Extension at Broadway and Ellery Street. The outfall construction project to the Alewife Brook from the Fresh Pond/Concord Avenue area is designed and tentatively scheduled to begin in the fall of 2007. All of these projects incorporate new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce MWRA charge. Sewer separation is a long-term Citywide effort and commitment that will continue for many years.

**Cambridgeport Roadways:** Construction of this major roadways project will mitigate traffic impacts of new commercial development in Cambridgeport and should be completed in summer 2006. This project was jointly funded by the City of Cambridge and the Mass. Highway Department.

**Roadway Reconstruction and Improvements:** Roadway reconstruction on South Mass. Ave./Lafayette Square and in Harvard Square is under way. Roadway work in Porter Square was completed.

**William G. Maher Park and Ecological Restoration of Northeast Sector of Fresh Pond Reservation:** Construction is under way for renovation of the Northeast Sector Parks, including William G. Maher Park, in Fresh Pond Reservation. The project includes a youth soccer field, community garden, constructed wetland, natural habitat area, and passive recreation pathways.

**Little Fresh Pond Shoreline Restoration:** Construction is nearing completion on the restoration of the shoreline and reconstructed wetlands, a fully accessible beach access point and boardwalks, in conjunction with the removal of invasive species and planting of native woodland plants.

**Russell Field:** Construction was completed on the Russell Field Renovation Project, which included 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, with locker rooms, training rooms and a concession area. The NFL Grassroots Football Field Program awarded the project a \$200,000 grant for the artificial turf. The playing fields are now in active use.

**Former Mahoney's Site on Memorial Drive:** An architect was selected to design a new City park to be built at this site along the Charles River, once Harvard has completed construction of its underground garage. Harvard selected its general contractor in June 2006 and work should be under way on the underground garage this summer.

**New Park at 238 Broadway:** Demolition of the buildings on this

site was completed, to pave the way for a new park in the Area IV neighborhood. Site soil remediation work, which will begin in late summer 2006, must be completed before the park design can be implemented. The design for the park includes closure of a portion of Clark Street, an expanded lawn, a new tot lot with water play features, resurfacing of existing tennis courts, improvements to the community garden and new plantings and furnishings.

**Gold Star Mothers' Pool:** Construction was completed in August 2006 on the renovations to the bathhouse, including facade improvements, the addition of heated showers, renovation of the changing rooms, addition of a handicap ramp and improved perimeter landscaping.

## 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

- Produced *Cambridge Life*, a biannual magazine that profiles city programs and services. The publication also includes a useful City resources section.
- Developed and posted City news and information on the homepage of the City's Web site on a daily basis in an effort to keep content fresh and informative.
- Collaborated with IT to create a new alert bulletin on the City's Web site for snow emergencies, school closings and other special messages.
- Continued working with the IT Department to improve *Cambridge E-Line* newsletter, a Web-based subscription service which enables users to receive information on City services, Construction Updates, City Council Agenda, City calendar, and special alerts, such as snow emergencies and school closings.
- Produced the fall and spring editions of the 8-pg. community newsletter, *CityView*, which was mailed to 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY05 City of Cambridge Annual Report.
- Posted information on a regular basis on the City's Intranet site, Common Ground.
- Produced PIO Update, a weekly e-mail newsletter to employees.
- Assisted City departments in promoting their many programs and services throughout the year.
- Provided photography support for a variety of City events during the year.
- Responded to numerous request for City information and publications via web, e-mail and telephone.

# 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;
- Managing growth to support the best long-term interests of the City;
- 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 through neighborhood-based planning;
- Supporting the removal of lead hazards from the City's housing stock.

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, individual citizens and community groups, non-profit organizations, private developers, the business community,



*Just A Start completed construction of the Alewife Brook Condominiums in June 2006, creating 8 affordable two and three-bedroom homeownership units.*



*Construction of improvements to Gold Star Mothers Park in East Cambridge occurred during FY06.*

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 in advancing the City's goals and priorities in the areas of housing, community planning, economic development, and environmental and transportation planning.

## Highlights and Accomplishments

- Convened a Harvard Square visioning process concerned with upgrading the retail mix, creating additional entertainment venues, and enhancing the overall vitality of the Square. Held three public meetings attended by more than 120 merchants, area residents, business associations, university representatives and students. Have begun the process of implementing several recommendations, including additional outdoor dining, improved signage and wayfinding, and an enhanced pedestrian experience.
- Completed several important real estate transactions, which will increase the supply of affordable housing in the City. Projects included acquisition of former print shop in Area IV, a multi-building site at Columbia and Broadway, and a six-family building in Riverside. Several other transactions are in the development pipeline.
- Constructed improvements at Gold Star Mothers Park and the Alden Playground at the Baldwin School. Commenced the community design process for the Father Callanan Playground at the Tobin School and for the new open space at Trolley Square.
- Continuing the City's work in climate protection, enlisted four major businesses in the Climate Leader Program, held two well-attended energy fairs, worked with affordable housing develop-

ment community to incorporate green design, and established Green Fleets Working Group to provide input for the City's vehicle purchasing policies.

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*The Cambridge Climate Leader program engages businesses and organizations in achieving the greenhouse gas reduction goals of the City's Climate Protection Plan.*



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## 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. The Division works closely with the Cambridge Affordable Housing Trust, which oversees the majority of City funds for affordable housing programs. A total of \$59.9 million in City funds have been contributed since 1995 to create or preserve over 2,750 affordable units of housing. The Trust was supported with a \$9.6 million allocation of funds from the City's Community Preservation Act funding in FY06. These resources, combined with Federal CDBG and HOME funds, are used to fund housing that is permanently affordable to low and moderate-income households and leverage additional funds from other public and private funding sources.

The Housing Division has a multi-faceted approach to affordable housing development, including rental and homeownership production; 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.

- Completed the sale of 54 homeownership units to first-time homebuyers. These units were acquired through the City's First-time Homebuyer Financial Assistance Program and resales of previously developed affordable units. Approximately 60 new units are expected to come on-line in FY07.
- Worked with local non-profit housing developers to create more than 70 new affordable rental and homeownership units. Construction of 63 units continued at Trolley Square, the North Cambridge VFW, and 2495 Mass Ave, while construction was completed on 14 homeownership units on Bolton Street and Rindge Avenue, and 6 rental units on Cambridge Street in East Cambridge.
- Worked with private developers to create more than 152 new affordable units through the City's Inclusionary Housing Program. Units are located in neighborhoods throughout the city and include both rental and first-time homebuyer opportunities.

- Educated more than 500 Cambridge residents about homeownership and provided direct counseling to more than 150 individuals, increasing homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and multi-family homeownership. Interpreter services are available for each class, and classes are also offered in additional languages such as Spanish, Portuguese and Haitian Creole.

- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Hoops N Health, Riverfest, and conducted 14 information sessions throughout the year to explain the application process for 87 affordable rental and homeownership units produced through City programs.

- Assisted over 45 households through the City's low-interest home improvement loan programs. These loan programs for low and moderate income homeowners help make home improvements affordable to households that otherwise would be unable to address their needs and preserve the City's housing stock.



*Construction and renovation of affordable housing continued throughout the city. In East Cambridge, these before and after views of Cambridge Street demonstrate the impact of 6 new affordable rental units completed by CASCAP in 2006.*



## 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, reviewing the urban design of large development 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 and 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.

- Prepared update of Towards a Sustainable Future, the Cambridge Growth Policy document, to be discussed with the Planning Board in FY07. Update will reflect major zoning changes of 2001 and the recent residential building boom, as well as policy advances in areas such as housing, land use, and transportation.
- Worked with City Council to adopt zoning based on the recommendations of the Concord Alewife Study Committee to create a more vibrant, mixed-use Concord Alewife area, while respecting the area's importance as an incubator of new businesses. The new zoning includes new open space and permeability requirements to better manage stormwater, incentives for infrastructure improvements, as well as Design Guidelines that encourage a better pedestrian environment and environmentally sensitive development.
- Completed neighborhood study process for Neighborhood 10, working with study committee to discuss and make recommendations on zoning, urban design, parks and open space, transportation and economic development. Completed neighborhood study update for East Cambridge Neighborhood. Initiated neighborhood study update for Strawberry Hill neighborhood.
- Continued work with Agassiz Working Group on proposed changes to the Harvard Law School campus along Everett Street and Massachusetts Avenue.
- Conducted design review of development projects citywide, including the Mt. Auburn Hospital, housing at 7 Cambridge Center (the Broad Institute), Harvard University's Northwest Science Building on Oxford Street and the Blessed Sacrament Church conversion to housing.



*Participating in the City's Façade, Signage and Lighting Improvement Program, businesses throughout Cambridge have been able to upgrade their exterior appearance, thereby enhancing the character of the City's commercial districts.*



*Storefront improvements at 520 Cambridge Street were completed this year as part of the City's Façade Improvement Program.*

## 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.

- Provided façade improvement matching grants and technical assistance to 20 Cambridge businesses. Facades completed this year included Bukowski's Tavern and the Pierce Building in Inman Square; Luigi's Variety and Creative Quality Images in East Cambridge; Lizzy's Ice Cream and the Carriage House Salon in Harvard Square; the Village Kitchen in Huron Village; and Frank's Steakhouse in North Cambridge.
- Assisted 323 small businesses and aspiring entrepreneurs through one-on-one counseling, real estate site search assistance, financial literacy training, workshops about starting and growing a business, and classes on becoming a state-certified minority- or women-owned business. Developed and delivered a new workshop about marketing for retailers that discussed ways to better understand, reach and retain customers.
- Updated and published the Minority- and Women-owned Business Directory to serve as a resource for listed businesses to network and market their goods and services. The directory, which also contains instructions for doing business with the City and the School Department, was distributed to over 900 large and small businesses in Cambridge, City departments and local government agencies.
- As part of the Best Retail Practices Program, presented two workshops and provided individual consultations to 43 Cambridge retailers interested in merchandising, interior design upgrades, marketing and operational improvements. Provided seven grants of up to \$3,250 each to assist with the implementation of suggested improvements.

- Increased marketing efforts to life science companies by attending Bio2006, the world's largest biotechnology event. This international conference was attended by more than 19,000 life sciences companies. Distributed promotional brochures to delegates attending the conference focusing on companies with no current Cambridge research and development presence.

- Supported 33 Cambridge residents enrolled in bio-medical and healthcare training programs through two community-based nonprofits. These programs provide Cambridge residents with opportunities to prepare for entry-level jobs in the biomedical/biotechnology field and for acceptance to college study programs in health care. Employers such as Biogen Idec and the Broad Institute have hired graduates of the biomedical program, and eight of the fifteen graduates of the healthcare training program have been accepted to nursing or medical imaging college programs.



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

*The Shapiro Family Plaza was completed and dedicated this year as part of the Porter Square Design Project, which improves the safety and function of Porter Square with an emphasis on access by pedestrians, bicyclists, and transit riders.*

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.

- With the Climate Protection Action Committee, worked with businesses, residents, and the universities to promote renewable energy and energy efficiency. Projects included two energy fairs and efforts to make affordable housing construction more energy efficient. Under the Climate Leader Program, aimed at the business community, four businesses signed a pledge to take actions in the areas of energy, transportation, and waste reduction. Other business efforts were recognized with the Go Green Business Awards at a reception in June. The City received a grant to retrofit school buses to reduce air pollution and also established a Green Fleets working group to develop policies for City vehicles.

- Completed Porter Square Plaza Design Project and dedicated new plaza on June 1. The project, which involved changes in the roadway, seven new crosswalks and sidewalks, new street furniture, and trees, improves access for pedestrians, cyclists and transit riders.

- Brought Harvard Square Enhancement Project into construction. The project includes reconstruction of JFK Street, creation of a landscaped traffic island at Lagoon Plaza, widened sidewalks on Church Street, and conversion of Winthrop and Palmer Streets into two "shared streets" for pedestrians, bicycles, and motor vehicles. Palmer Street will be transformed into a pedestrian destination, with a new patterned roadway, lighting, banners and an outdoor theater screen.

- Traffic calming planning included projects for Huron Avenue, Windsor Street and Blanchard Road. An intersection at Reservoir and Walden streets will feature pavement markings created by a local artist.

- Worked with the MBTA to improve bus service and bus stop amenities. Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance. Continued marketing efforts for the EZ Ride shuttle service, which reached its initial goal of carrying 1,000 passengers per day and is now funded entirely by membership fees and fare box revenue.

- Deleaded and preserved the affordability of 35 residential units occupied by low or moderate income families, reaching a total of 663 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 6,000 individuals at citywide events. In addition, 35 individuals were trained in deleading and lead-safe work practices.

# Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



*National Organization on Disability Representative Nancy Starnes tours ADA compliant City amenities such as community garden plots with City Staff.*

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 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 that 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.

- 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."
- Represented the City of Cambridge on the ABC Stormwater Flooding Board with representatives from Arlington, Belmont and Cambridge. The Committee looks at flooding issues in the Alewife Brook and ways to prevent it.
- 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.
- Coordinated the appropriation and distribution of Community Preservation Act Open Space funds. During FY06, the funds were used to purchase a community garden at Watson Street in Cambridge and to fund several projects associated with the high priorities of the Fresh Pond Master Plan.
- Represented the City of Cambridge on the Fresh Pond Advisory Board and Riverside Oversight Committee.



*Conservation Commission Members volunteer at Earth Day planting event preparing to introduce indigenous wetland plants as part of the little Fresh Pond Restoration and Drainage Improvement project.*

# Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.349.6150

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:

- The Consumers' Council Executive Director has been proactive in addressing consumer problems with credit, debt and bill collection by testifying at the State House on relevant legislation, participating in a conference at the Federal Reserve Bank, and conducting educational outreach to consumers.
- The Consumers' Council has been involved in calling for both legislative action and consumer education to address identity theft and privacy concerns, which continue as important issues to the consumers.
- The Consumers' Council joined with other City departments at the Home and Energy Fair to present options for consumers to save energy and to learn how to be smart consumers when contracting for home improvement services.

# Election Commission

Marsha Weinerman, 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 2005 Municipal Election and successfully expanded mandated provisions of the Help America Act (HAVA) to the local election, including balloting, ejection of overvotes and ensuring full accessibility of polling places to persons with disabilities.
- Developed software program to eject overvotes and ballots read as blank, which gives voters an opportunity to correct errors and reduce the number of invalid ballots. Trained wardens, clerks, and specially designated "Ballot Box Inspectors" to assist voters in identifying an error and offering up to two chances to correct ballot markings.
- Developed procedures to ascertain memory card capacity prior to election and to monitor balance of memory remaining at significant times during election day to anticipate potential overflow.
- Continued to monitor all polling places for accessibility in conjunction with the City's Commission for Persons with Disabilities and the Office of the Secretary of the Commonwealth.
- Worked with the IT Department, Municipal Cable, and Cambridge Community Television to develop templates for reporting election results in a timely and effective manner.
- Produced Voter Registration Training Manual for community organizations to train voter registrars in a consistent and professional manner. Posted Manual on CityWeb site for broader accessibility.
- Displayed signage at multiple locations throughout the city reminding residents to register and vote. Maintained expanded signage at polls including improved signage at handicapped entrances.
- Conducted voter registration sessions at community events and held sidewalk voter registration sessions in Central, Harvard and Porter Squares.
- Processed 5,379 voter registrations. In addition to new voters, there were many changes of information for those already registered. Produced voting lists for elections.
- Conducted the 2006 Annual City Census and continued the hybrid system of mailing to 44,000 individual households, as well as gathering resident information from universities, nursing homes, and managers of multi-units (dwellings of nine or more units), which has improved the accuracy and completeness of the information.
- Administered and enforced the City of Cambridge Ethics Ordinance. Continued to make online filing capacity available through the City's IT Department.
- Administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees.
- Increased usefulness of the Election Commission Web site by linking to the Office of the Secretary of the Commonwealth to enable voters to find their ward, precinct, and polling places online and to learn about their legislative districts and elected officials. Posted election calendar, voter registration and election information, including absentee ballot applications.



# 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. The Department also installs and repairs communications systems, including 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. Additionally, the Department oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

## Highlights and Accomplishments:

- Installed new lighting in Gore Street Park; will be installing lighting at Tobin School Tot Lot and Trolley Square Park.
- Responded to daily service calls; tested all municipal building fire alarm systems and serviced building security systems.
- Provided electrical power and sound system for City events.
- Installed local area data networks and telephone wiring for City departments and responded to trouble calls for telephone circuits.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system.
- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about malfunctions; launched re-lamping program, completing work in Neighborhoods 1,2,3 and 4 consisting of 1,075 streetlights; improved lighting in Central Square by converting 98 pedestrian scale lights from sodium lights to metal halide which improves color retention, thus creating a better environment in the square.
- Assisted departments with conservation programs to enhance lighting while saving energy at the East Cambridge parking garage, Green Street parking garage and Harvard Square lot 2; assisted Water Department in conducting an energy use audit.
- Installed holiday lighting on street trees and temporary trees; helped install lighted banners in Harvard and Central Squares.
- Overseeing electrical installations and street lighting for construction at North Point, Cambridgeport Roadway, Yerxa Rd. underpass, South Mass. Ave. and Harvard Square.

# 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 50,000 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

- Continued to help coordinate the City's general response to the security requirements of the post 9/11 era including emergency response planning, Emergency Operations Center (EOC) operations, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.
- Trained all ECC staff in the National Incident Management System (NIMS).
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and installed 8 new computer applications to support police, fire, and EMS personnel.
- Managed tactical communications for major annual events, including Head of the Charles, Fourth of July, and special dignitary visits; participated in Operation Atlas, a regional Weapons of Mass Destruction (WMD) training exercise.
- Assisted the Police Department in better managing and reducing false alarms, tracking motor vehicle stops, and improving emergency contact information for 3,000 local businesses.
- Continued to improve the handling of emergency medical calls with updated Emergency Medical Dispatch (EMD) protocols, training, and software.
- Assisted the Fire Department in several new projects, including preparations for the use of personnel scheduling tools, fire incident reporting to state and federal authorities and web casting radio channels on their Internet Web site.
- Helped organize police, 911, fire, and officials regionally to acquire satellite communications for public safety, to improve subway communications in the MBTA system, and to transition to high-speed communications networks for emergency incident management.

# 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 and other subsequent terrorist events 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, their families and friends.
- 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 to the City according to the provisions of Title III of the Superfund Amendment and Reauthorization Act (SARA).
- Due to the continuing concern over potential terrorist acts, there has been additional planning and preparedness for special events in the past few years. The Head of the Charles Regatta draws large crowds to Cambridge from all over the world. For the Fourth of July, which draws a large crowd to both the Cambridge and Boston sides of the Charles River, the Department has participated the past six years in a Unified Command Center for the event which was located in Boston and included participation from many federal, state and local agencies.
- 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.
- In the past year, the Department began participating in the Emergency Management Committee for the Boston-Cambridge "Urban Area Security Initiative" group of communities. This is a group consisting of Cambridge, Boston and 8 other communities that abut Boston. The group is working to integrate the Emergency Management plans of the 10 communities.

# 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. The Finance Department oversees the Revenue/Treasury, Budget, Assessing, Purchasing, Information Technology (IT) and Personnel functions. The Budget, Assessing, Purchasing, IT and Personnel 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*

The Revenue Division is responsible for the billing, collection and account maintenance of approximately 24,000 real and personal property tax accounts, 15,000 water/sewer accounts and 65,000 motor excise tax accounts. Division staff provides account assistance to taxpayers and other customers. This division also processes fees, fines, grants and other City revenues. During the course of a year, the Revenue Division sends out more than 250,000 bills and notices and processes more than \$378 million in receipts.

The Treasury Division's responsibilities include cash management, banking relationship management, management of City trust funds, timely payment of debt service, and prompt payment of all approved obligations to vendors. The division also maintains a cash flow analysis and invests available funds in accordance with State law and the City's investment policy.

The Payroll Division falls within the Treasury. Payroll's primary responsibility is the weekly payment of approximately 3,000 employees. This division is also responsible for paying Federal and State tax and Medicare withholdings, and ensuring that employee deductions for health and life insurance, deferred compensation, retirement and other items are remitted in a timely and accurate manner. At year-end, the Payroll Division prepares and distributes over 10,000 W2s and 1099s.

## Highlights and Accomplishments

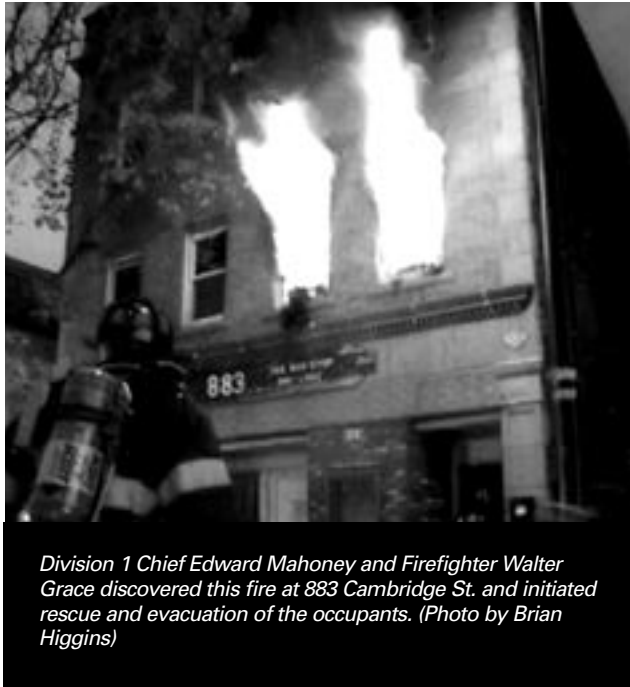
- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of 19 cities nationally to receive the highest rating from all three 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 \$67.5 million in General Obligation Bonds to finance various projects throughout the City, including the West Cambridge Youth and Community Center, acquisition of a new Police headquarters, street construction, building renovations, sewer reconstruction, open space improvements, and Yerxa Road Underpass construction. The City's AAA bond rating enabled the City to sell these bonds at the low interest rate of 3.95%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 20th consecutive year.
- Continued to manage the City Scholarship program, providing \$65,000 in college financial assistance to Cambridge residents.
- Monitored the collection and disbursement of Community Preservation Act funds. Since the adoption of the CPA, the City has appropriated/reserved a total of \$47 million in CPA funds, of which approximately \$20 million is attributable to state matching funds.
- Increased public awareness of the City's budget and tax rate setting processes by publishing and mailing three separate brochures that explained the City budget, property values & real estate taxes, and abatements & exemptions. Produced a Cable TV program that informed viewers about the process of valuing real estate property by demonstrating an actual home inspection.



*Recipients and City officials at the 2006 City Scholarship Awards Ceremony.*

# Fire

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



*Division 1 Chief Edward Mahoney and Firefighter Walter Grace discovered this fire at 883 Cambridge St. and initiated rescue and evacuation of the occupants. (Photo by Brian Higgins)*

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters, and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; to provide defense against terrorist attacks; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

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 in deep bore tunnels, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. The City of Cambridge Fire Department is a nationally rated Class 1 Fire Department, one of only 45 in the country, and the only Class 1 Fire Department in Massachusetts. The Fire Department's motto is: "Our Family Helping Your Family."

## Highlights and Accomplishments

- Responded to 11,894 emergency incidents. There were 30,278 individual fire company emergency responses to these incidents. Incidents included 99 structural fires, 442 inside fires, 574 fires of all categories, 105 elevator rescues, and 248 hazardous materials incidents. The full statistical survey will be available on the CFD Web site, [www.cambridgefire.org](http://www.cambridgefire.org).
- Fourteen additional firefighters were hired to replace vacancies due to retirements. These new recruit firefighters include four paramedics, and 10 non-paramedics from the Civil Service list. These members are now all Massachusetts Firefighting Academy trained, nationally certified as Firefighters I/II, and have been deployed to fire companies throughout the city.

- Working closely with the City's IT (Information Technology) Department, developed and launched a new Fire Department Web page, which corresponds more closely with the City's web site format.
- Several FEMA grants were implemented from the FY04 and FY05 Firefighters Assistance Grant Program. Funding from these grants was used to purchase emergency medical turnout coats and to replace service-worn PPE (personal protective equipment) structural fire protective clothing. Funding was also dedicated to updating the radio communications system and installing interoperable in-vehicle repeaters for use in mutual aid assignments.
- A large-scale, multi-agency drill, Operation Atlas, was planned and staffed. Sponsored by the United States Department of Homeland Security, this drill included the coordination of various resources, including the activation of the Cambridge EOC (Emergency Operations Center) commanded by City Manager Robert W. Healy.
- A Neighborhood Walk Through Program was implemented. In this program, fire companies park the fire apparatus and walk the neighborhoods. This enhances the citizen/firefighter interaction and provides for continued familiarization with all neighborhoods.
- Throughout the year, Fire Department members participated in ongoing fire suppression and emergency medical training. Members also participated in additional technical rescue and homeland security training, including trench-collapse rescue and high-angle rescue, radiation training, and emergency decontamination training. Training by the Hazardous Materials Task Force's and the Rescue Company's many homeland defense technical devices and specialized equipment is continuous throughout the year.

## 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.



*Firefighters from Rescue 1. (Photo by Walter Grace)*



Members of Engine 1, Rescue 1, Squad 4, and Professional Ambulance immobilize and provide emergency medical care to a person involved in a pedestrian vs. MBTA bus collision at Cambridge Street and Felton Streets. (Photo by Dan Turner)

## 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 carbon monoxide detector 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.

## LEPC Office

The Local Emergency Planning Committee (LEPC) assures that various City, national, regional, and state public safety organizations, as well as private-sector 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. LEPC, under its SARA office mandate, ensures the operating safety of all laboratories within the city. 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.

## Technical Services

The Technical Services Division ensures smooth fire operations in 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.

## Fire Investigation Unit

The Fire Investigation Unit investigates the cause and origin of all major fires in the city. The unit, using the training, experience, and expertise of its members, also investigates all fires of incendiary or suspicious origin; fires where the incident commander is unable to determine the cause; fires which originated due to illegal activity; and fires where injury to civilians or firefighters resulted.



Working a fire at 883 Cambridge St. (Photo by Brian Higgins)



Rescue Company #1 participated in Collapse Rescue Training with the Boston Fire Department at the Moon Island Training Facility. (Photo by Sean White).

# Historical Commission

Charles M. Sullivan, Executive 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 26 individual landmarks. Staff provides administrative oversight and supports the regulatory activities of the city-wide Cambridge Historical Commission and four neighborhood commissions, all of which have volunteer boards made up of Cambridge citizens.

In FY06, the commissions reviewed applications for work at over 300 designated properties. CHC reviews demolition applications for buildings over 50 years old that are not in designated districts and can delay demolition of significant buildings in an attempt to find a preservation alternative; about 40 such applications were reviewed in FY06. CHC also manages restoration projects in historic public areas, such as the Old Burying Ground, Flagstaff Park, 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.

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 FY06, seven 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, and 14 grants of \$50,000 were awarded to non-profit organizations for restoration of their historically significant buildings. In May 2006, the Commission honored 12 exceptional historic preservation projects at the annual Historic Preservation Recognition Program.

The Commission developed and presented over 60 educational and informational programs to over 2,200 children and adults. CHC staff also assisted over 350 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.



*Workers install a marker at Porter Square commemorating the history of the Rand family estate, which occupied the site for a century before it became a shopping center.*

The Commission's Web site continues to rank among the top City departments for the number of online visitors. The publication program includes architectural and social histories, neighborhood oral histories, and technical preservation advice.

## Highlights and Accomplishments

Conducted design review of several large projects in neighborhoods throughout Cambridge, including: 121 Brattle, 163 Brattle, 1460 Cambridge, and 16 Brown streets, and 452-458 Massachusetts Avenue.

Community Preservation Act funds supported restoration of City-owned historic structures and landscapes, including Cambridge Cemetery Chapel (\$100,000) and accessibility improvements at the Collins branch library (\$100,000); and provided over \$650,000 for restoration of historically or architecturally significant buildings owned by non-profit organizations, including roof and masonry repairs at First Baptist Church, 5 Magazine Street; roof and balustrade restoration at the Hooper-Lee-Nichols House/Cambridge Historical Society, 159 Brattle Street; and roof repair at Massasoit Lodge, 55 Bishop Allen Drive, and First United Presbyterian Church, 1418 Cambridge Street.

Completed the designation as landmarks of the Riverside Bindery complex at 233-249 Putnam Avenue and 19-23 Blackstone Street, the last intact industrial complex associated with the book publishing industry in Cambridge, and the Wiswall/Orne House at 107 Auburn Street, one of the oldest houses in Cambridgeport and home to the city's first public librarian.

Completed the Half Crown-Marsh Neighborhood Conservation District Consolidation Study to combine the two smallest NCDs into one larger district, held public hearings on the issue, and sent the report to the City Council for approval.

Initiated an Avon Hill Neighborhood Conservation District Boundary Study to explore the boundaries and administration of the district.

Completed the first phases of the World War II oral history project: led discussions at 25 organizations and senior housing residences; interviewed 40 veterans and home front participants; and submitted 20 interviews to the Library of Congress's Veterans Oral History Project.

Conducted a training seminar for members of the Cambridge Historical Commission and neighborhood conservation district commissions, including presentations on due process, conflict of interest, hearing department, and architectural design review.

Processed and created a research aid for the Neighborhood Ten Association collection. The collection comprises letters, newspaper articles, and photographs chronicling the struggle to preserve the character of Harvard Square in the early 1980s in the face of pressure for economic growth.

Organized the annual Cambridge Discovery Days, free walking tours and special events on July 3 and 9, 2005, on a variety of topics in neighborhoods throughout the city. Led by more than 20 volunteer guides, the tours attracted over 750 participants.

# 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:

- The Commission continued to implement an electronic-based Fair Housing Curriculum with the cooperation and assistance of the Cambridge Public School Department, aimed at introducing Cambridge high school students to the public rights and responsibilities under Fair Housing Laws.
- The Commission continued to train all Commissioners and staff in skills related to the Commission's work. Commissioners are now actively involved as mediators in all phases of complaint investigation and adjudication at the Commission.
- Through the Mediation Internship Program with local area law schools, the Commission continued to train law students in mediation and investigation for Civil Rights cases.
- The Commission sponsored an annual Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 200 Cambridge students from sixth through eighth grades participated in the annual poster and essay contest.
- The Commission continued to produce a newsletter, which is widely distributed to community organizations, City employees, and the public. The newsletter consists of news of the Commission and legal news in the area of discrimination and Civil Rights.
- The Commission continued to provide training sessions on fair housing and employment discrimination laws to municipal agencies, Cambridge Schools and community organizations.
- The Commission Director continued to appear on televised community forums, at community meetings, and on various Governor's Advisory Councils and Boards to address issues relating to discrimination.
- The Commission continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop responses.
- The Commissioners and Director 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.



*Karen Thompson, a Teacher at Graham & Parks School, receives the Lifetime Achievement Award from Keynote Speaker Marcella Brown, of HUD, and Cambridge Human Rights Commission Chair Marla Erlin.*



*Laura Booth (center), Public Policy Director at Cambridge Economic Opportunities Committee receives the Margot P. Kosberg Award.*

# 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, the Department began implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The Department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and planning support for residents exploring Aging in Place for Cambridge seniors. The Department continues to promote its online comprehensive resource guide [www.CambridgeSomervilleResourceGuide.org](http://www.CambridgeSomervilleResourceGuide.org) and its companion paper directory to enhance accessibility of services to residents.



Staff from the Cambridge Employment Program helping a client with job search assistance

## Highlights and Accomplishments

- Hosted successful event with community providers and foundation representatives to explore ways to support community based organizations in finding and retaining board members, sharing outreach and referral strategies, and in measuring outcomes.
- Served 50,057 meals in 29 sites throughout the city during the Summer Food Service Program. Meals were served at four open sites, including parks, housing developments and at 25 enrolled sites.
- The National Organization on Disability named Cambridge as the Grand Prize Winner in the 2005 Accessible America competition, recognizing our efforts toward making Cambridge a more disability-friendly city. This recognition acknowledges the work of the Commission for Persons with Disabilities in collaboration with other Departmental and City programs.
- Across all of the Department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, and expanded communication to families about inclusion efforts.
- Community Learning Center students, who were trained as Literacy Ambassadors, worked with the Agenda for Children's "Let's Talk" campaign and delivered workshops in five different languages to over 400 students helping them enhance the literacy skills of their children.
- In selecting Cambridge as one of the nation's 100 Best Communities for Children and Youth, America's Promise singled out two Department led initiatives: the Agenda for Children Out of School Time Program and the Neighborhood Service Project, a collaboration of the Youth Centers and the Office of Workforce Development.
- Fostered community by providing staff and programmatic support to numerous community celebrations including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Arts in the Park events, the 13th Annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.

## 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 paths.

- Served over 400 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce



development opportunities for residents.

- 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 career exploration program for teens to enhance employability and developed an Entrepreneurship summer program for teens to introduce them to the concepts of business development.
- Worked closely with community partners to coordinate 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.
- Through the Mayor's Summer Youth Employment Program, served a record 751 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 \$2 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.
- Through extensive focus groups and provider feedback, developed changes in Cambridge Somerville Resource Guide database navigation and appearance, to enhance usability and accessibility of information about available services.
- 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 \$2.9 million dollars in federal, state and other grants to provide these services.

## 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 in partnership with the 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, North Charles, 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 500 individuals in temporary or permanent housing.
- Helped 250 individuals and 400 families maintain their current housing.
- Assisted 150 families in locating new housing.

## Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and implements programs to decrease youth access to alcohol.

- 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.
- Partnering with Cambridge Community Television, Municipal Cable and talented youth people, the Prevention Coalition promoted media messages about underage drinking during alcohol awareness month in April.
- Continued a successful server-training program for alcohol servers and sellers.



*Paris under the Stars: The Freshman/Sophomore Prom at the Area 4 Youth Center*

# Summer in the City

Produced by the Cambridge Arts Council, the 14th season of *Summer in the City* included 14 free, professional, interactive performances in parks and public spaces throughout the city. *Summer in the City* attracted over 2,500 people and featured multicultural performances in the areas of dance, music, film, puppetry and storytelling. (Photos by Christina Alvarado).



# Cambridge River Festival (CRF)

The 27th Cambridge River Festival in June focused on community involvement. The event theme, *Revolve*, was chosen to reflect the playfulness of the festival and to evoke images of circles, spin-art and hula-hoops.

CRF featured several music stages, community-based and family friendly performances and over 150 vendors in the International Bazaar or World of Food offering an array of multicultural crafts and cuisine. (CRF Photos by Don Gurewitz and Lisa Murdock. "Revolve" graphic by Rick Rawlins)





## Dance Party & Danehy Park Family Day

Each year, the City Manager's Office presents two very popular and free community events enjoyed by residents of all ages. The Dance Party celebrates summer as we close down Mass. Ave. in front of City Hall for a few hours of dancing. Danehy Park Family Day in the fall features arts and crafts, interactive kid's stage, amusement rides, food, music, roving performers and more.



## 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 local private sector businesses and organizations.
- 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 Kids' Council spearheaded the adoption by the City of an Inclusion Plan for Inclusion of Individuals with Disabilities in Out of School Time Programs. The Kids' Council's Youth Participation and Planning Initiative completed its Mapping Project on "drug use in



Cambridge," sent two Youth Delegations to the National League of Cities Conferences, and continued working on its goal of developing a comprehensive plan to engage young people in civic life.

- 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, Cambridge was recognized as one of America's 100 best cities for children and youth by America's Promise.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 14 Youth Leaders participated on the Youth Involvement Subcommittee.

## 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. Staff has participated in comprehensive training to enhance the programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,200 classes were offered for children and adults along with numerous family and senior trips.
- Offered 100 Arts in the Park events and three performances in conjunction with the Arts Council.
- Served over 800 children through summer camps 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 13th 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 citywide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of Mayor Thomas W. Danahy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and citywide special events such as Danahy Park Family Day. During the year, the Recreation Division sponsors children's



*Program for Individuals with Special Needs athletes and coaches at 2006 Massachusetts Special Olympics Summer Games.*

activities at neighborhood parks and playgrounds and the newly renovated 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 19th Annual CityRun road race, which attracted over 700 participants and raised \$16,000 for the Friends of Cambridge Athletics and Cambridge's Special Olympics team.
- 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 continues to implement 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 40,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 50 youth this year.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.

### **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 4,500 information and referral services to seniors, including playing a major role in sponsoring information sessions and enrollment for seniors in Medicare Part D.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 450 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 7,200 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 31,000 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. Staff has been participating fully in the Department's efforts to serve children with disabilities in inclusive environments. The Pre-School programs offer a developmentally appropriate



*Seniors enjoying the Cambridge Citywide Senior Center Volunteer appreciation lunch.*

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.

## 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. A 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.

- Provided parent-child playgroups and family activities to over 350 families.
- Provided parent education and support groups to more than 160 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



*Families enjoying activities at a Saturday Center for Families Family Fun in North Cambridge.*



*Community Learning Center students graduating from their volunteer health advisor training program in a collaboration with the Cambridge Health Alliance.*

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

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

## Youth Programs

The Cambridge Youth 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 in the after-

# Human Services

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noons and teen programs in the evenings. During FY06, the Youth Centers began a comprehensive program assessment focused on programming for teens that will continue into FY07. Some of the new programming piloted in FY06 included new arts, science and cooking classes as well as expanded community service learning projects.

- 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.
- The Neighborhood Service Project, operated in conjunction with the Office of Workforce Development, was singled out by America’s Promise as one of the programs supporting Cambridge’s designation as one of America’s 100 Best Communities for Children and Youth.



*The Morse Afterschool program calendar project thru which children explored numbers, developed art projects and practiced writing.*

## Information Technology

Mary Hart, Chief Information Officer • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the City. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resource, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City’s Web site, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agenda, Property search capability and City mapping information via the GIS systems. Overall, ITD serves as technical consultants to all City departments and provides desktop, network and systems management services.

### Highlights and Accomplishments

- Completed the mapping component of the Assessors Property Database Search tool. Replaced dated static maps with updated maps, added an interactive GIS Web tool, and created a map of comparable properties for each property in the city.
- Implemented streaming live Internet video for City Council and public meetings held in the Sullivan Chamber; developed links to archived streaming video meetings on the City’s Web site.
- Announced plans to implement free “basic service” wireless Internet access for Cambridge residents. Basic service will be faster than dial-up but not as robust as services offered by commercial vendors.
- Facilitated gigabit which greatly improved performance between Fire HQ and Police HQ switches.
- Developed application that will allow all departments to offer online permit and license submissions on the Web site. Traffic permits are live. All other departments are in process of converting.
- Launched E-Line for street cleaning and rubbish pick up schedules. Used to alert residence of parking bans during snowstorms.
- Launched new Fire Department Web site, [www.cambridgema.gov/cfd/](http://www.cambridgema.gov/cfd/)
- GIS mapping now available on the Property Database search application on the Web site.

# Inspectional Services

Ranjit Singanayagam, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

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

## Highlights and Accomplishments

- Continued generating high levels of revenue from building permits and related fees which reflects the high level of construction activity in the city, valued in excess of \$800 million, in FY06.

- Continued working with the Public Health and Public Works Departments to address rodent complaints. Assigned an inspector specifically to deal with rodent problems.

- In coordination with the IT Department, made improvements to the Inspectional Services Department Web site and enhanced the Restaurant Inspection Database.

- Collaborated with the License Commission, Traffic and Community Development Departments to improve coordination prior to issuance of significant building permits.

- In coordination with the Assessing and IT Departments, identified permits by map and lot numbers in support of the decision to use this information as the basis for mapping and referencing properties in the city.

- During the past fiscal year, only one action by the Department was appealed to the BZA and was upheld.

# Law Department

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

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 administrative agencies, and providing advice and counsel and furnishing legal opinions on a variety of issues to the City Manager, Mayor, City 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. Attorneys regularly attend meetings of the City Council and its subcommittees, 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 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 such as the Board of Zoning Appeals' decisions on special permits and variances, the Planning Board's decisions on special permits and its large project review, and the Conservation Commission's grant of Orders of Conditions. Other substantial litigation this year included several significant public works, public construction, environmental and personal injury cases. In addition, attorneys have successfully minimized judgments and settlements in negligence cases and contracts actions.

- Continued outreach and training to departments on legal issues affecting duties they perform, ethical obligations, holding public meetings, production of public records, and measures to improve risk analysis and control.

- Provided substantial analysis, review, and advice relating to

- Proposed zoning amendments and amendments to other City Ordinances;

- Sewer/Storm drain reconstruction and utility infrastructure issues;

- Contracting issues and legal requirements related to major projects such as Porter Square Shopping Center and Harvard Square Improvement projects, including artists' contracts for the City's One-Percent-For-The-Arts program, and the Northpoint project;

- Acquisition and disposition of real estate and layout of public ways, including the acquisition of a new Police Department building and the West Cambridge VFW site to be used for a new Community and Youth Center;

- Numerous legal instruments such as contracts, leases, licenses, easements, and deeds for various transactions;

- Environmental review and analysis of many projects;

- Housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing;

- Intra and Inter-Agency coordination on telecommunication policies and operations and the development of City-wide Wireless Internet Access;

- Comprehensive review of and revisions to a wide range of documents for the Community Development Department's Lead Safe and Affordable Home Ownership programs, and for programs of other City departments.



# Library

Susan Flannery, Director • 359 Broadway, Cambridge • 617.349.4040

**“...Today’s library is our companion, mentor, and navigator...as we progress on our personal journey of lifelong learning.”**

John Arnold, Chairman, MBLC

## CPL by the Numbers in FY05

- 940,330 library materials were loaned out (adults and children’s)
- 30, 233 new books, compact discs, videos, tapes, and other materials were added to the collection
- 291,602 questions answered
- 61, 378 active cardholders
- Hits to the Library’s Web page: 592,009
- 139, 890 incoming and 65, 195 outgoing reserve items processed
- 91, 804 public computer sessions
- 2,200 programs presented to 45,236 attendees

## Library Receives Largest Grant from the Massachusetts Board of Library Commissioners (MBLC)

The City of Cambridge was awarded a \$10,698,495 grant from the MBLC for its new Main Library Construction Project. This is the largest grant awarded to any Massachusetts city or town for a library construction project.

Main Library Expansion Project bids were higher than the allotted budget. Plans were reviewed and revised so that costs could be trimmed without sacrificing the integrity of the library. The City re-advertised for qualifications for contractors and sub-bidders. Construction is scheduled to begin in the fall of 2006.

## Mass BLAST

The library is one of eight in the Commonwealth to be selected by the Simmons College School of Library and Information Science and UMASS Boston to offer internships to students identified as members of ethnic or racial minorities. Mass BLAST is designed to engage young people in learning about libraries as a means to recruiting a new and more diverse generation of librarians. This initiative is funded by grants from the Institute of Museum and Library Services, Librarians for the 21st Century, and the H.W. Wilson Foundation.

## Literacy Initiatives

New initiatives to promote literacy skills in both adult and children received support from many sources in the past year. Traditional library services to enhance reading skills were also expanded.

- A grant from Verizon funded library staff to provide story times in daycare centers and pre-schools that serve low income children and/or children whose first language is not English. Harvard University donated books to be given to the children in these centers.
- *America Reads* funded college students to give computer instruction, provide TOEFL and citizenship preparation, offer job-hunting assistance, and to teach reading to literacy students at the Central Square Branch.



Chynere Scott-Dottin as the “Tin-Woman,” Nakia Pires as “Dorothy” and Nashai Pires as the “Wicked Witch” participated in a performance of the *Wizard of Oz*.

- The Literacy Project hosted a two-day training course in the Wilson method for 30 professionals from local schools and organizations.
- Over 1,300 youngsters signed up for the library’s summer reading programs: *Books Ahoy* (supported by East Cambridge Savings Bank) for pre-school through grade 5 and *STUFF* (supported by the Friends of the Library) for grades 6 and up. Over 46,000 children’s items were checked out during the summer reading program. Twenty-four camp and organized summer programs visited the library regularly throughout the summer.
- The Main Library piloted its first Kindergarten Library Campaign visiting the Graham & Parks, Baldwin, Fletcher Maynard, King, and Amigos schools to read books, talk about the library and send home library card applications. Two hundred thirty four kindergartners who did not already have them, received their first library card.
- As part of the Agenda for Children, 706 “Welcome Baby” packages were delivered to new parents in the city and 15 home daycare providers received bi-monthly deliveries of library materials. According to one recipient, “the kids were so excited to get the library books, they took turns in getting the books out.”
- Weekly story times were offered in Spanish (Main Library), Portuguese (Valente Branch) and Chinese (O’Connell Branch).
- Over 350 new children’s books, donated by the community, were collected by the library and delivered for the holidays to children living in the Hildebrand Self-Help Center and the YWCA.

## There’s So Much to Talk About!

As new technologies emerge it is important to reassert the importance of reading and to provide opportunities for residents to engage in conversation about books. It was a watershed year for the introduction of new book discussion groups spanning from childhood to retirement.

- The O'Neill Branch initiated an afternoon group for children age's eight to twelve and the Main Library offered the first parent/child book group for children in grades four to six in addition to Books after Dusk (BAD) for seventh and eighth graders.

- There were still plenty of options for adults as well. A two-part series entitled *Understanding the Modern Middle East*, the ongoing Contemporary America Book Group at the O'Neill Branch, a day-time general reading group aimed at retirees, and a Chick Lit group for those just starting their careers were new offerings. Traditional programming such as the Great Books group and several contemporary literature groups round out the choices for Cambridge residents who wish to talk about books with each other.

- The seemingly insatiable demand for services to help recent immigrants improve their English language skills led to the creation of three new English conversation groups in the library. The successful groups at the O'Connell and Central Square Branches were supplemented by two new groups at the Valente Branch and one at the O'Neill Branch. In addition to providing an important service, these groups offer an opportunity for residents of all backgrounds to get to know people in the community, to share their cultures with others, and to learn about the many services that the library offers.

### Technology

Thanks to funding from the Friends of the Library, over 1,200 downloadable audio book titles were made available through Net Library/Recorded Books. Cambridge residents downloaded more than 340 titles in the first month of operation.

In cooperation with the Information Technology Department, wireless Internet access was made available at all library locations throughout the city.

### Special Events

Supreme Court Justice Stephen Breyer presented the second John Kenneth Galbraith Honor Lecture to a capacity crowd at the American Academy of Arts and Sciences. Justice Breyer spoke about his new book, *Active Liberty: Interpreting our Democratic Constitution*.



Supreme Court Justice Stephen Breyer and Library Trustee Patricia Payne at the second John Kenneth Galbraith Honor Lecture.



Neighborhood youngsters do their homework at the O'Connell Branch.

and author of the novel, *New Boy*, spoke about his autobiographical novel about growing up in segregated Virginia and attending a private high school in Connecticut.

Nine students ages 12 – 15 were trained to become storytellers as part of a two-year Library Services and Technology Act grant awarded to the Metrowest Regional Library System by the MBLC. Storyteller Tony Toledo gave a performance and mentored the participants who performed for children from The German School during their final session.

The Main Library hosted local author Chris Abouzeid, who read from his new book *Anatopsis*, and celebrated *Harry the Dirty Dog's* 50th birthday with Harry's illustrator, Margaret Graham.

Free Comic Book Day was celebrated with an anime screening and the distribution of comics donated by Diamond Comic Book Distributors.

The popular musical group Harry and the Potters performed to an overflow crowd at the Central Square Branch.

### Honors

Ethnic Librarian Ana Morais of the Valente Branch was honored with the Mary and Manuel Rogers Lifetime Community Service Award by the Massachusetts Association of Portuguese Speakers. She was recognized for her continuous commitment to the language, literature, and culture of Portuguese speaking Communities.

Cambridge Community Television recognized Library Director Susan Flannery with its Leading Role Award.

### Boudreau Branch

Although it is the smallest in the city, Boudreau was the highest circulating branch library with over 88,500 items checked-out.

### Collins Branch

Jennifer Haigh, author of *Baker Towers* and *Mrs. Kimble* spoke to an enthusiastic group.

### Central Square Branch

The branch was closed for three months for the installation of a new HVAC system and for a redesign of the public service desk as well as the adult collections and reading areas.

In a collaboration with the Cambridge Public Schools, authors Ed Young and Mitali Perkins visited classrooms and made public presentations at the library.

Over 600 entries were received for the annual Cambridge Tree Project Poetry Competition for students in grades K-8. Awards were presented to a standing room only crowd of parents and friends.

#### O'Connell Branch

Historical Commission employee Sarah Boyer and several East Cambridge residents, included in her oral history, spoke about *All in the Same Boat: Twentieth-Century Stories of East Cambridge*.

#### O'Neill Branch

One of Great Britain's leading illustrators, Rob Scotton introduced his new book, *Russell and the Lost Treasure* at a pajama story time at the O'Neill Branch Library.

#### Valente Branch

In cooperation with Boston Area Colleges, after school homework assistance was offered to local students in math, science, English, and algebra.

*"I have never lived in a place where so many people like you actually care about helping us." - Jan Sharrow*



*The Massachusetts Board of Library Commissioners presented Cambridge with a \$10.7 million grant for its Library Construction Project. This is the largest grant ever awarded to a municipality for a library construction project.*

## License Commission

Richard V. Scali, 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 to renewing and issuing annual and special one-day licenses that accounted for over \$1.9 million in revenue, funding the complete cost of operations for the Commission's office and field staff.

#### Highlights and Accomplishments

- The License Commission implemented a program, launched by the City Manager, to permit alcohol restaurants to have patios that serve alcohol with food on the public sidewalk. Ten to twelve restaurants have applied for the permit, which hopes to bring more positive use and tourism to the area squares.

- The Municipal Licensing Association of which the chairman is President, sponsored a meeting in Waltham where the Chairman and Legal Counsel of the Alcoholic Beverages Control Commission updated local licensing authorities about their sting operations and procedures, new unfinished wine bottle law and the proposed grocery store wine and beer licenses. Also, the State Fire Marshall updated them on "sprinkler law."

- Over 40 Cambridge restaurants participated in the Third Annual Taste of Cambridge. Of the profits, \$10,000 was donated to Bread and Jams and \$5,000 was donated to the Dance Complex. The remainder of the profits were donated to the Cambridge Licensee Advisory Board (CLAB).

- During the second year of the Accessible Cambridge Tax (ACT) program, only 2 complaints were received about the service this program provides to the elderly and persons with disabilities. An average of 70 elderly and 40 persons with disabilities are served by this program each month.

# Mayor's Office

Kenneth E. Reeves, Mayor • City Hall • 617.349.4321

Kenneth E. Reeves was elected Mayor of Cambridge following the 2005 City Council election and assumed office on January 2, 2006. This is his third time serving as Mayor for the City of Cambridge. He and his staff look forward to serving the community.

**PURPOSE & OVERVIEW:** The Mayor is selected by the City Council from among its membership, and serves a two year term. In the City of Cambridge, the Mayor serves as Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY07 Budget includes funding for the addition of seven part-time positions (30 hours/week), as a pilot project, which will provide research support to each member of the City Council (not including the Mayor and Vice-Chair who have staff support within the Office of the Mayor).

**ADMINISTRATION:** The Mayor's Office is a significant center of governmental leadership in Cambridge. The Mayor, Vice Mayor and City Councillors work together to serve the various needs of the city. Teamwork is a theme of the current Mayor's Office and the goal is to be responsive to the requests of citizens, guests and to work with Councillors to provide the best representation possible.

**GOVERNMENTAL RELATIONS:** The Mayor attends a variety of conferences and participates in municipal and educational policy bodies. The current Mayor participates in the U. S. Conference of Mayors, the National Conference of Black Mayor's, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO), the Black A.I.D.'s Institute, the Congressional Black Caucus Annual Meeting, the National Association of School Boards Association and the Children's Defense Fund.

**CEREMONAL FUNCTIONS:** The Mayor's Office hosts and organizes many ceremonial and social public events. The largest events include an annual holiday party in December and two celebrations for Cambridge seniors in conjunction with Harvard University and the Massachusetts Institute of Technology in Spring and Summer. Each month of the year has its own special theme and events, which are coordinated with or by the Mayor's Office. For example, there is a month long Black History celebra-



*Mayor Reeves with Cambridge Seniors at the annual Mayor's Senior Luncheon at M.I.T.*

tion coordinated in conjunction with the Employees' Diversity Committee, a Women's History Month celebration, St. Patrick's Day Luncheon, a Holocaust Remembrance, Dance Month celebration, a Gay Pride Breakfast, Fair Housing, Student Art Exhibits and many other events. Each occasion celebrates Cambridge's diversity and the rich heritage of the city's many groups. In the 2006/2007 fiscal years, the Mayor's Office will work with the Massachusetts Biotech Council to promote Cambridge at the upcoming International Bio 2007/Boston meeting in May 2007.

**COMMUNITY LEADERSHIP:** It might be said that the Mayor's most important function is to generate and promote unifying structures throughout the city. In order to achieve this goal, the Office of the Mayor when public sentiment calls for it, appoints commissions or task forces, which pursue policy discussions about issues which are of concern to our citizens. The Community Leadership Fund is used for printing, mailing, and other organizational and public information-related expenses. Also included in this section is funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and six cities around the world.

**FY07 GOALS:** This year the Mayor's Office participated in an internal goal setting process. The purpose of this process was to choose several initiatives that the office can undertake for the balance of the 06/07 City Council term. The chosen initiatives are:

- An education initiative focusing on the achievement gap, serious science/math vigor in the Cambridge Public Schools.
- An initiative focusing on Cambridge's Baby Boomers and support for Cambridge retirees' lifestyles and living options.
- An initiative envisioning a new square in Central Square.
- An initiative focusing on Cambridge's planning and zoning pitfalls.
- An initiative focusing on Criminal Offender Records Information and re-integration of ex-offenders into the community.
- A citizens initiative focusing on commercial and institutional development from Harvard Square to Porter Square.



*Mayor Reeves presents a Key to the City to the National Organization on Disability, who in turn presented Cambridge with the 2005 Accessible America Award.*

# Peace Commission

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

Established in 1982 to confront the concerns of nuclear war and promote peace education, the Commission's mission is to broadly address roots of violence promoting awareness, policies and programs that affirm diversity and strengthen community within Cambridge and support peacemaking at the personal, neighborhood and citywide level. Dedicated to thinking globally and acting locally, the Commission connects national and international issues that affect Cambridge. The Commission pays special attention to young people and schools by addressing violence prevention and promoting tools, resources, and networking for peace education. The Commission is a resource linking peace organizations, social justice efforts, anti-violence coalitions, communities and municipal government. Its unique presence in Cambridge City government marks the City for innovative, creative and inclusive approaches that value an engaged, informed, and concerned citizenship.

## Highlights and Accomplishments

### *Addressed violence and promoted peace and justice in schools by:*

- Working with the schools, City officials and community agencies on materials, networking opportunities and programs for multi-cultural awareness and global citizenship.
- Working with the Peaceable Schools Group on programming and an Institute for educators and community workers to foster inclusive communities and equitable, high-achieving democratic school climates.
- With CRLS administrators and School Committee supported policy and produced materials on student and parent rights to get out of contact from military recruiters and explore alternatives for full choice.
- Trained a staff and diverse CRLS leadership team for the Peace and Justice Corps, with skills, relationships, awareness and action for self-esteem, social justice and peace.
- Presenting workshops with CRLS students and staff on roots of violence and restorative justice and developing curriculum on nonviolence for dissemination.

### *Worked to promote peace and justice locally as the alternatives to violence by:*

- Collaborating with community, City, school and agency participation to create a Restorative Justice Initiative with introductory workshops, peace-making circle, school and community based trainings and networking to promote alternative methods for addressing community harm.
- With faith-based, peace, educators and community participation on a series of forums and teacher workshops on Forgiveness and Reconciliation.
- With veterans, peace organizations and inter-faith communities organized a public event welcoming the caravan of military and Gold Star Families for Peace including Cindy Sheehan.
- Collaborating with Centro Presente, schools and peace organizations on presentations with "prisoner of conscience" Camilo Mejia.

- Chairing the Violence Prevention Task Force for community agencies, School Department personnel, police and violence prevention workers to share information and policies to address violence.
- Informing and supporting Community Crisis Response Team (CCRT) on violence and trauma.

### *Fostered peace in the community by building bridges:*

- Celebrating the 9th annual Peace and Justice Awards Evening with more than 250 Cambridge residents honoring a diverse selection of local contributors to the community and featuring a performance by Jimmy Tingle.
- With communities of faith, school personnel and City staff, chairing the Holocaust commemoration evening with music, remembrance, reflections and participation of diverse communities facing persecution.
- Collaborating with local artists to organizing a large citywide event for Martin Luther King's birthday, with a vigil, community gathering and performances to celebrate peace making in a time of war.
- Networking with neighborhood, human rights and peace organizations to honor 1,000 Women for the Nobel Peace prize, sponsor educationals on the US Budget, Australian peace activism, the War in Iraq, human rights in Liberia, Nepal and Turkey, promote a Human Rights city project and a monthly video series at the library on themes of militarism, social justice, and peace.
- Authoring a "Peace Matters" column in the Cambridge Chronicle.
- With the Vice-Mayor, unions, faith-based and economic justice organizations, supported a series of hearings, meetings, research and resolutions to document purchasing practices for the City and develop a fair trade climate.

### *Acted locally for global concerns and globally for the community by:*

- Supporting the Sister City model of exchange, reaffirming Cambridge as a sanctuary city and organizing for the 20th anniversary of Cambridge's Salvadoran Sister City through educationals and delegations with City officials, teachers, youth and community members.
- Participating in two International Peace Messenger City Assemblies, supporting recognition of the 60th Anniversary of Hiroshima bombings, work on nuclear weapons and the Non-proliferation Treaty.
- Supporting local resolution and Congressional delegation on the "Department of Peace" initiative and fostering interest in creating Peace Commissions in neighboring communities.
- Serving as a clearinghouse and resource to community members and agencies on strategies and materials which support non-violent communication and peace-making.

# Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department is responsible for a wide variety of functions in support of the City's employees and retirees, including assisting other City departments with recruitment and selection, employee orientation, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee development.

Personnel staff administers all insurance, pensions and workers compensation and other benefit programs sponsored by the City. The staff also interacts with City employees on 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, tuition reimbursement 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. The Department supports the City Manager in his role as a member of the School Committee for collective bargaining purposes with School Department employees. Support is provided to other City departments with ongoing labor agreement interpretation and administration, including grievance and arbitration representation.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The Department also provides assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. The Department serves as a resource in areas of management and staff development, and offers tuition reimbursement and both voluntary and mandatory training programs to employees on a variety of topics.

## Highlights and Accomplishments

- Concluded negotiations for a collective bargaining agreement with several units, directly linking wage growth with health insurance costs, laying the groundwork to help meet some of the challenges of the dramatic growth in the cost of health insurance coverage.
- Assisted School Department in collective bargaining on many of their contracts, with similar linkage between wage growth and the cost of health insurance.
- Reaffirmed, through the grievance/arbitration process, the City's capacity to make needs changes in our health insurance plans, to help control costs and ensure quality.
- Implemented Medicare Part D, resulting in savings due to reduced premiums for the City and retirees.
- Participated in several job fairs/outreach events with various agencies including the City's Office of Workforce Development, Career Source, BostonWorks Diversity and the Commonwealth of Massachusetts Human Resources Division.
- Developed and delivered new training programs, including Moving from Peer to Boss, Recognizing Substance Abuse at Work, and an Executive Coaching program.
- In conjunction with the Affirmative Action Director, piloted a Valuing Differences program for managers.
- Assisted the Fire Department in beginning the process of considering lateral transfer candidates for firefighter positions within the Fire Department.

# 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 to community policing philosophy 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, neighborhoods 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.

## CPD Division Overviews and Highlights

### Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Police Department and planning for the future. Investigation of citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the Legal Advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations, distributing department newsletter and acting as a liaison with outside agencies and various media outlets. The Planning, Budget & Personnel Office's primary responsibility is to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, planning and reinforcing our system of accountability. Our major goals over the next few years will consist of transitioning into the new Robert W. Healy Public Safety Facility and a vision plan for the future that will ultimately improve the quality of service to the citizens and position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.

### Highlights and Accomplishments

- The 4th Annual Employee and Recognition Awards Program was held at M.I.T Kresge auditorium. Officer Paul Bentubo was named "Officer of the Year" and Detective James Dwyer was named "Detective of the Year."
- Held a promotion ceremony, elevating nine employees to a higher rank with the approval of the City Manager, Robert W. Healy. The following officers were promoted to the rank of Sergeant: Officer Paul Timmins, Officer C. Daniel Wagner, Officer Chris Bertolino, Officer David Schofield and Officer Darcy Lowe. The following Sergeants were promoted to the rank of Lieutenant: Sergeant Steven C. Donahue and Sergeant Christine Elow. The following Lieutenants were promoted to the rank of Deputy Superintendent: Lieutenant Christopher J. Burke and Lieutenant Steven A. Williams.
- Successfully hired 15 Police Officers utilizing two different hiring processes that resulted in obtaining experienced officers with specialized trainings as well as new recruit officers. Also hired four lateral officers from police departments throughout the State along



Officer Mike Padua presents a medal to an award recipient at the Special Olympics Bowling Tournament.

with 11 recruit officers that will be graduating from the Lowell Police Academy in November 2006.

- In the calendar year of 2005, the Cambridge Police Department responded to approximately 100,000 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.

### Operations Division

As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Selective Enforcement and Community Relations. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city.

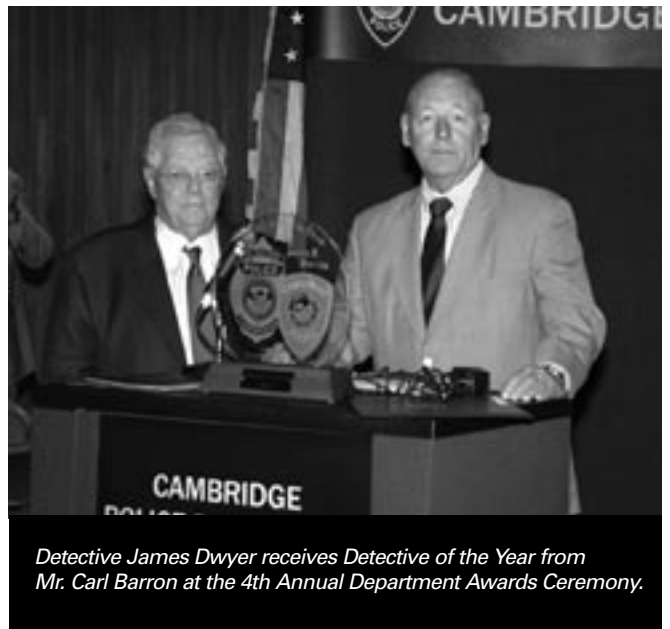
The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions. The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the 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 and 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 Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention and open communication.

## Highlights and Accomplishments

- The Selective Enforcement Unit and the Patrol Division distributed over 4,000 Points for Safety brochures to educate motorists, pedestrians and bicyclist on safety while conducting targeted enforced crosswalk violations; conducted selective traffic enforcement in all areas of the city. In addition, the Selective Enforcement performed over 900 Child Safety Seat Inspections. These inspections consist of Selective Enforcement Officers instructing parents on the proper installation of car seats to ensure maximum safety. In collaboration with the Governor's Highway Safety Bureau (GHSB), the Selective Enforcement Unit performed various mobilizations throughout the year to educate motorists on the "Click it or Ticket It" campaign.
- The Community Relations Section coordinated the Department's 14th 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.
- We are actively engaging youth in the community to participate in programs that are sponsored by the Cambridge Police Department. The Department conducted the 3rd Annual Area IV Youth Academy that 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. In addition, the department in coordination with the Cambridge Fire Department assisted in the Youth Public Safety Academy.
- Awarded 30 community mini-block grants to recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects, safety walks and block parties.



*Officer Paul Bentubo, with his children by his side, receives Officer of the Year Award from Mr. Carl Barron at the 4th Annual Department Awards Ceremony.*



*Detective James Dwyer receives Detective of the Year from Mr. Carl Barron at the 4th Annual Department Awards Ceremony.*

- The officers of the uniformed patrol section have continued the "Safe Parks" initiative. 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 various locations throughout the city.

## Support Services Division

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Narcotics Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the Department. The Administration Section processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and identification. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In service training is conducted twice a year along with other specialized training that continues throughout the year.

The Major Crime Unit includes all investigative functions of the Department. The Major Crime Unit detectives investigate all serious crimes committed within the City including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Technical Services/Crime Analysis Unit carefully reviews all information including crime reports, calls for service, arrest reports, and notices from other agencies received by the Police Department, looking for crime phenomena such as series, sprees, hot spots, and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.



## Highlights and Accomplishments

- The 3,814 serious crimes reported in Cambridge in 2005 represents the lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. The Crime Analysis Unit published the 2005 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. Additional information can be found on the website at [www.cambridgepolice.org](http://www.cambridgepolice.org).
- The Domestic Violence Unit investigated over 600 cases and maintained a database of domestic violence incidents in Cambridge to track repeat offenders and brought 67% of domestic assault cases to court. In addition, the Department cleared 200 felony warrants.



*Officers from the Community Relations Unit during the Annual Open House Auction and BBQ.*

# Police Review & Advisory Board

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established by City Ordinance in 1984. The Board has two functions:

- To provide for citizen participation in reviewing Cambridge Police Department policies, practices and procedures
- 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 Cambridge residents appointed by the City Manager.

## Highlights and Accomplishments

- Responded and provided assistance to over 100 calls, requests for information and complaints of various issues. This year, the Board had taken in and resolved nine formal complaints.
- The Board Chairperson and the Director participated in the Cambridge Police Department's Taser Deployment Steering Group.
- Staff and Board members continued to receive training from Police Department on Police procedures.
- Staff and Board members attended the Annual National Association of Citizen Advisory Boards and Commissions.
- The Director and the Board Investigator attended various training seminars, community meetings and forums on PRAB's behalf.

- PRAB continued to monitor legislative issues similar to its mission.
- PRAB continued to work closely with the staff of the Cambridge Human Rights Commission in all phases of investigation, outreach and referral.
- PRAB continued to work 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.
- PRAB continued to be a resource for communities exploring civilian oversight options.

# Public Health

Karen Hacker, MD, MPH, Interim Chief Public Health Officer • 119 Windsor St., Cambridge • 617.665.3800

Cambridge Public Health Department 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, environmental health programs, emergency preparedness, domestic violence prevention, childhood asthma prevention, children's dental health, data analysis, and regulatory enforcement.

The Department is advised by the Cambridge Public Health Subcommittee, the Joint Public Health Board, and the City Council's Health and Environment Committee.

## Highlights and Accomplishments

### Public Health Nursing Program

- Vaccinated about 2,500 people at free flu clinics held at senior housing complexes, homeless shelters, and other locations.
- Followed up on 291 communicable disease cases.
- Continued to serve as care managers for patients with active tuberculosis.
- In response to a Boston-area measles outbreak, nurses provided measles shots at workplaces, shelters, and other sites of potential exposure.
- Participated in planning for a possible flu pandemic and other health emergencies.

### School Health Program

- Implemented a comprehensive vision and hearing screening program for Cambridge students in grades K-3.
- Redesigned the annual "progress reports" on children's weight and fitness so they would be easier for families to understand.
- Helped increase the number of healthy food choices available in the public schools, co-organized nutrition and physical activity educational events for families, and co-authored a school nutrition policy.
- At a national EPA forum, Cambridge school nurses were recognized as essential partners in treating children with asthma.

### Community Health Programs

- Launched *Healthy Living Cambridge*, a citywide campaign to encourage residents to eat better and be more active. The campaign piloted a 10-week fitness program and funded \$20,000 in mini-grants to local organizations.
- Provided dental screenings to 2,738 children in 14 elementary schools. Among these children, 34% were referred for treatment, of whom 5% required urgent care. In addition, staff provided dental sealants to children in selected Head Start programs.

- Through its *Let's Talk* campaign, the Agenda for Children Literacy Initiative distributed 2,228 books to families, organized events attended by 200 families, and educated 850 new mothers. Staff also gave multilingual presentations to child-care providers and after-school staff, co-sponsored the fourth annual Caring for Babies Forum, and launched a Web site, [www.cambridgechildren.org](http://www.cambridgechildren.org).

- The Domestic Violence Free Zone Initiative launched the Prevention Against Violent Experiences Project to better identify and help Cambridge Health Alliance patients who are domestic violence victims. Activities included intensive staff training, developing screening tools, and hiring an on-site domestic violence advocate.



Cambridge students learn how to make healthy wraps at a "Fit Together" event organized by the School Health Program.

### Environmental Health Unit

- During inspections of the City's tobacco vendors, the rate of sales to minors was only 1.3%.
- Conducted 118 home visits to families of young children with asthma. Provided information about asthma and lead poisoning prevention to residents, housing advocates, and other groups.
- Addressed concerns about increased rodent and bed bug activity in Cambridge through participating in public meetings and providing information on the Department's Web site.
- Conducted 18 indoor air quality investigations.
- Worked with public school administrators to deliver hazardous waste services through the Department's Small Business Hazardous Waste Program.
- Met with residents, businesses, and city leaders to address environmental health concerns at the North Point development, the Harvard Street Park, the old Mahoney Gardening Center, Harvard student housing developments, and other sites.

- Continued to work with the Boston Public Health Commission, state officials, and advocates to address regulation of high-risk bio-containment laboratories in Massachusetts.
- Worked with the Broad Institute to oversee the design and construction of a new BSL3 laboratory.
- Licensed 55 biotechnology labs; 52 massage establishments and 185 practitioners; 6 body art establishments and 31 practitioners; and 4 tanning salons.

## Emergency Preparedness

- Organized pandemic flu trainings and tabletop exercises for City departments; Cambridge hospitals and first responders; Greater Boston health and safety officials; and other groups.
- Continued to prepare Cambridge Health Alliance staff for a range of possible emergencies and disasters.
- Developed a model public health mutual aid agreement for implementation by Massachusetts communities.
- Developed and implemented a regional 24/7 notification system to improve infectious disease investigation and response.
- Conducted regional trainings on opening, operating, and closing temporary clinics that dispense medicines and vaccines during a major emergency.
- Convened public health leaders, legislators, and academics to develop recommendations for redesigning the delivery of local public health services in Massachusetts.
- Continued to monitor disease trends and emergency department data for unusual activity, and monitor the global spread of avian flu.



Joyce LeFevre, coordinator of the Children's Dental Program, examines a child's teeth.

5 servings of fruits and vegetables a day

2 hours or less of TV or recreational screen time a day

1 hour of physical activity a day

It all adds up to healthy living.

Every Day!

Healthy Living Cambridge

A program of the Cambridge Health Department | [www.cambridgepublichealth.org](http://www.cambridgepublichealth.org)

*The Healthy Living Cambridge campaign promotes healthy eating and physical activity through its 5-2-1 message.*

## Other Work

- Launched a redesign of the Department's Web site, [www.cambridgepublichealth.org](http://www.cambridgepublichealth.org).
- Produced a 40-page health data report on the City's six health priorities.
- Staff helped lead the City's response to Hurricane Katrina.
- Harold Cox, former Chief Public Health Officer, received the American Public Health Association's Milton and Ruth Roemer Prize for outstanding and innovative public health work.

# 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 \$150 million in capital projects and a \$25 million operating budget.
- Became a partner in the Commonwealth's Rebuild Massachusetts program, part of the U.S. Department of Energy's Rebuild America program, to leverage state and federal assistance in managing energy consumption.
- Began the development of an Energy Information System (EIS) to track and manage energy consumption in City buildings in partnership with Rebuild Massachusetts.
- Joined the PowerOptions program, managed by the Massachusetts Health and Education Financing Authority, to purchase natural gas at competitive market prices.
- Designed high-efficiency heating, ventilation and air conditioning (HVAC) upgrades for installation at City Hall, the Senior Center and the Coffon Building. Facilitated and coordinated with NSTAR and other departments to install high-efficiency light fixtures at the Central Square Library, Danehy Park building, Area 4 Youth Center, Traffic Meter and Maintenance Office, First Street Garage and other City buildings.
- Adopted pollution prevention measures and good housekeeping controls intended to ensure that City operations and activities conducted at City-owned facilities do not contribute to pollution of the

Charles River and Alewife Brook, in compliance with our National Pollutant Discharge Elimination System (NPDES) Phase II Permit.

- Implemented changes to the Refuse and Litter Ordinance, in effect as of April 3, 2006, in order to further strengthen our efforts to control rodents, and keep the City clean.
- Awarded an Idling Reduction grant through the Department of Environmental Protection. This grant will target city-owned vehicles, including school vehicles, in working towards cleaner air and a healthier environment through reduced vehicle idling.
- Completed public area recycling improvements in Central and Porter Squares, increasing containers for can and bottle recycling.
- Obtained two state grants from the Department of Environmental Protection to work with the City's business recycling hauler, to offer collection of food waste for composting to area businesses, including supermarkets, hotels, hospital cafeterias, assisted living homes, restaurants, bars, florists and coffee shops. This service will also be available to the four public schools participating in City Sprouts: Peabody, King Open, Haggerty and Morse.
- Provided professional, technical, and safety-training opportunities, which resulted in over 50% of the current DPW workforce attending some form of job training.
- Provided in-house training opportunities for employees: trained over 50 employees on preventing workplace violence; conducted safety meetings in operating divisions; conducted monthly forums for public works supervisors; provided training on the operation of salters and other large vehicles requiring a commercial drivers license or hoisting license; trained 20 staff members on financial upgrades to PeopleSoft Financial systems.
- Received the Tree City USA Award for the 14th year.
- Mapped approximately 12,000 street trees on the Geographic Information System (GIS) using Arc Pad technology. Achieved a 95% completion rate of the Comprehensive Street Tree Inventory



*Recently completed beautification of Vellucci Park/ Millers River planting area.*

Project, a project jointly supported by the City and a Planning and Education grant from the Division of Conservation and Recreation in the Executive Office of Environmental Affairs.

- Completed the historic restoration of the Cambridge Cemetery wrought iron fence along Coolidge Avenue as well as the exterior façade repointing at the Cemetery chapel, with the assistance of funding from the Community Preservation Act.
- Completed the design for the upcoming Bishop Allen Drive Stormwater Management Project which will help alleviate flooding in the area of Bishop Allen Drive and Columbia Street. Also completed the construction of storm drain improvements in Lafayette Square and Sidney Street that will allow for the construction of a new stormwater pump station and holding tank at Parking Lot #6 on Bishop Allen Drive.
- Separated 25 common manholes in the Cambridgeport and Concord Avenue areas in an effort to meet stormwater quality objectives set by the U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Protection.
- Managed construction of the Porter Square Improvement project, which included drainage improvements to minimize flooding in this area and major surface improvements – reconstructed sidewalks and roadway paving, a new pedestrian plaza, new traffic patterns, pavement markings, signage and signals. In collaboration with the Massachusetts Highway Department, managed construction on the Cambridgeport Roadways Project, which included substantial utility, roadway, traffic calming and sidewalk work, a new connector roadway and a new traffic signal.



*The Shapiro Family Plaza in Porter Square was dedicated in spring 2006. Other recent improvements in Porter Square include reconstructed roadways, sidewalks, and utilities and a re-configured intersection at Mass Ave. and Somerville Ave.*

- Completed roadway paving on Garden Street (from Massachusetts Avenue to Concord Avenue), Clifton Street (including traffic calming at Russell Field), Harvey Street, Irving Street (from Cambridge to Kirkland), Lawrence Street, Raymond Street (from Linnaean to Upland), Valentine Street, and Watson Street.
- Worked with Harvard University to ensure completion of their paving obligations on Cambridge Street (Prescott to Felton), Irving Terrace, Oxford Street (between Wendell and Everett including traffic calming at Wendell and Garfield), Prescott Street (Broadway to Cambridge) and Sumner Road.

## DPW Division Overviews and Highlights

### Administration

Administration, which includes the Business Services Division, Human Resources, Information Systems Management, Community Relations, 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.

- Hired 7 new laborers and an additional 4 new employees, including a new Motor Equipment Operator, Supervisor of Building Systems, Accounts Payable Assistant and a Senior Engineer. Promoted 10 employees within the Department to more responsible positions.
- Received and responded to over 450 service requests from the public via the DPW web page.
- Continued to provide training and technical assistance in the deployment of a new asset management/customer relations software package (Remedy).
- Continued to provide 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.

# Public Works

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- Increased the amount of engineering information available online for the public, including integrating sewer and stormwater infrastructure information with the City's new General Purpose GIS Viewer, and posting standard specifications and details to provide guidance for construction projects impacting the public right-of-way or infrastructure.

- Developed the Concord-Alewife Stormwater Management Guidelines as part of the Concord-Alewife Planning Study and Rezoning Petition, in order to provide guidance for development/redevelopment projects in the Concord/Alewife area so that reasonable measures are taken in these projects to address flood control and water quality.

- Completed construction of the Porter Square Improvement Project, which includes roadway and sidewalk improvements to Mass. Ave. (from Upland Rd. to Beech St.), utility and surface improvements on White Street, and a new plaza and re-configured intersection at Mass. Ave. and Somerville Ave.

- Completed various roadway, sidewalk, and traffic calming enhancements on the following streets: Watson Street, Lawrence Street, Valentine Street, Irving Street and Terrace, Salem Street, Clifton Street, Harvey Street, Crawford Street, Concord Avenue and Hancock Street.

- Oversaw roadway and traffic calming improvements completed by Harvard University as part of mitigation for large development projects on Oxford Street, Sumner Road, Prescott Street and Cambridge Street.

- Substantially completed construction on the Cambridgeport Roadways Project, which includes sewer separation, water distribution system upgrades, and surface enhancements on Waverly, Sidney and Henry Streets.

- Oversaw construction at Gore Street Park, which was substantially completed in June 2006.



*New play equipment at Gore Street Park, where construction was substantially completed in spring 2006.*



*Construction is nearly completed on the Yerxa Road Pedestrian Underpass, which will provide a safe, accessible connection between Walden Square and the Peabody School, as well as landscape and drainage improvements. [Credit: Katherine Watkins]*

- Completed 85% of construction on the Yerxa Road Pedestrian Underpass, which will provide a safe and accessible connection between Walden Square and the Peabody School, as well as landscape and drainage improvements.

- Completed 50% of construction on the South Mass. Ave./Lafayette Square Project, which includes new sidewalks and roadway on Mass. Ave. between Main St. and Memorial Drive, as well as a new plaza and re-configured intersection at Mass. Ave. and Main St.

- Began construction on the Harvard Square Improvement Project, which includes both surface enhancements and drainage improvements on portions of JFK and Mt. Auburn streets, as well as Church, Palmer, and Winthrop streets, and drainage work in the MBTA tunnel under Brattle and Eliot Streets.

- Completed building and site demolition, soil testing, and a soil remediation plan for the 238 Broadway site, in preparation for park construction to begin in fall 2006.

- Completed the design of the stormwater management system for the Library extension project on Broadway. This design incorporates a 300,000-gallon stormwater storage tank adjacent to the proposed extension. The stormwater management system will eventually facilitate the connection of a separated Aggasiz area to the Mid Cambridge area without any loss in storm system service in the Mid Cambridge area. Construction on supporting utility upgrades began in June 2006.

- Completed the design of Phase II of the Fresh Pond Reservation stormwater management project which includes: the management of water levels in Little Fresh Pond so as to better manage flooding throughout the reservation.

- Completed preliminary design work associated with the Area 4 sewer separation and stormwater management system, which involved a significant cooperative effort with the Massachusetts Water Resources Authority, the City of Somerville, the Massachusetts Department of Environmental Protection, and the Environmental Protection Agency.
- Completed design associated with the next phase of stormwater management for Area 4 in the Bishop Allen area, which includes stormwater storage and pump facilities in Municipal Parking Lot, substantial new drainage and sewer lines on Bishop Allen Drive, connections on Massachusetts Avenue from storm lines to proposed pumps in the parking lot, and the effective elimination of 11 common manholes in the area draining to Bishop Allen at Columbia Street.
- Completed 75% design submittals for the construction of an 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 necessary sewer separation upstream and for improvements in drainage and sewer service for the Cambridgeport area.
- Continued to collaborate with the Massachusetts Water Resources Authority in advancing the construction of a new stormwater wetland and associated outfall along the Alewife Brook. This rehabilitated urban wild will improve water quality through a bio-remediation process, and will reduce combined sewer overflows to the Alewife Brook by providing additional capacity during large rainfall events. In addition to its stormwater management benefits, this constructed wetland will contain walking trails and educational features, and will provide an opportunity to replace invasive species with native plants.



*Routine sewer and drain maintenance is part of the DPW's continuing effort to institute best management practices for stormwater management.*

## 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 news racks. During the winter months, the Division also conducts snow-clearing operations, including services for disabled and senior residents.

- Issued over 1,314 street opening and 1,088 sidewalk obstruction permits and completed over 1,000 street inspections.
- Completed 327 street repairs, 301 sidewalk repairs, and resurfaced 16 streets.
- Repaired 463 potholes.
- Continued to develop and improve the 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 360 grave markers in the Veterans section of the Cemetery.

### 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 12,000 miles of streets and collected over 6,000 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 and around the Pearl Street Library monthly, and steam cleaned the entire sidewalks in both squares three times during FY06.

- Performed beautification tasks, such as cleaning tree wells in City squares, steam-cleaning litter baskets throughout the city, removing promotional fliers and graffiti, on a regular basis.
- Implemented a graffiti removal program with a new graffiti steam cleaning and power washing machine that was instrumental in the completion of over 100 graffiti removal jobs.
- Emptied litter baskets throughout the city, 7 days a week. Emptied Central Square and Harvard Square litter baskets twice a day, 7 days a week



*Last year Sanitation workers collected and disposed of 22,390 tons of household rubbish.*

## 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 22,390 tons of household rubbish.
- Continued to improve procedures for collecting “white goods” (appliances, such as refrigerators, stoves, washers, dryers, air conditioners, etc.) that cannot be taken to landfills. On average, two tons of appliances were picked up weekly.
- Conducted three 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 750 sanitation-related violation notices.

## Recycling

The Recycling Division plans, implements, and maintains cost-effective recycling, toxins reduction, and waste prevention programs that are characterized by good communication, good customer service, and high participation and recovery rates. The

Division maintains and monitors the curbside recycling program, a Drop-Off Center, as well as recycling in City buildings, schools, public areas, and at festivals. In addition, the Division helps businesses and institutions plan and implement effective recycling and waste reduction programs.

Guided by the Recycling Advisory Committee, the Division works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City’s Climate Protection Plan and the MA Solid Waste Master Plan.

### Division Accomplishments:

- Completed public area recycling improvements in Porter and Central Squares, increasing containers for recycling cans and bottles. Finalizing similar improvements for Harvard Square.
- Coordinated the first Recyclemania contest in the Cambridge Public Schools to increase recycling of paper and cardboard. The Kennedy-Longfellow School placed 1st, recycling over 90 pounds per student and the Peabody School placed 2nd, recycling over 80 pounds per student. Overall, the contest was a huge success with a 25% increase in paper recycling at all the schools.
- Implemented a successful public education campaign, “Put a Lid on Trash,” that was multi-media and multi-lingual. Hired a new Compliance Officer to educate the public and lead enforcement efforts on the requirements of Chapter 8.24, the City’s Refuse and Litter Ordinance.
- Distributed about 4,000 recycling bins and over 450 recycling totes to homes and apartment buildings. Provided over 100 grant-funded 64-gallon recycling totes to homeowners and condominiums to increase recycling of paper and cardboard.
- Set a record of collecting 61 tons, or over 3,800 Christmas trees. The trees are chipped and used in landscaping in Cambridge and Boston.
- Invested in the installation of a baler for plastic film at the Recycling Drop-Off Center. This eliminated the cost of processing it for recycling since the bales are ready to ship to end markets.



*A new cardboard compactor at the Recycling Drop Center will help better serve residents and small businesses.*



- Procured a state grant from the Department of Environmental Protection to work with Save That Stuff, the City's business recycling hauler, to offer curbside organics collection to Cambridge businesses that generate food waste including supermarkets, hotels, cafeterias (hospitals & assisted living homes), restaurants, bars, florists, schools and coffee shops. This service will also be made available to the public schools participating in CitySprouts: Peabody, King Open, Haggerty, Morse and King/Amigos.

## Parks and Urban Forestry

This 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 Division is managed by a Superintendent of Parks and Forestry with responsibility for a \$3.9 million operating budget. The Superintendent is supported by a City Arborist, certified by the International Society of Arboriculture. The field staff is assigned to one of five standing crews – two urban forestry crews, and three park maintenance crews, one for each of three park maintenance districts. Each field crew is led by its own permanent supervisor.

In the last year, division accomplishments included the following:

- Received for the 14th time a Tree City USA designation; 177 new street trees were planted this fiscal year.
- Completed new beautification plans at Arsenal Square, Vellucci Park/Millers River, Carl Barron Plaza, Sullivan Square, Brattle Square, Zimmerman Square, and DeGuglielmo Plaza.
- Managed the \$12 million Russell Field renovation project.
- Renovated the basketball courts at Riverside Press Park and the tennis courts at Glacken Field.
- Provided oversight of landscape maintenance at all public schools, ensuring that the level of care equals that of other parks managed by the Division.

## 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: 35 new cast aluminum signs were installed, along roadways.
- Restored 100 headstones.
- Repaired 365 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.
- Pruned 100 trees throughout the Cemetery.
- Renovated the Cemetery Chapel which received a 2006 Preservation Award from the Cambridge Historical Commission.



*Exterior façade repointing at the Cemetery chapel was completed with the assistance of funding from the Community Preservation Act.*

- Continued the process of converting secondary roadways into future grave space. Two roadways (Fir and Central) have been converted (foundations should be poured in early FY07) and these areas should accommodate approximately 110 graves/220 Interments.

## 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 City Council offices, the Sophie J. Anastos Conference Room and the City Manager's offices.
- Cleaned ducts at the Cambridge Senior Center, the Law Department in City Hall, and 51 Inman Street.
- Completed the Police Window Project at the Cambridge Police Department. Built steam traps with in-house personnel resulting in a net savings of approximately \$80,000.
- Upgraded the elevator piston at 51 Inman Street.

## 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 the HVAC project in the City building at 831 Massachusetts Avenue.
- Continued to install new and replacement dedication signs throughout the City of Cambridge and created over 50 dedication signs through in-house sign making software and hardware.

- Completed building a new roof on the building that houses the gem cars.
- Continued to build the stages and provide all the necessary equipment for all special events throughout the city.

## Building Operations

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

- Changed the cleaning schedule and work shifts of the custodial staff to a full-time, all daytime operation.
- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners currently being used to clean public buildings.
- Assisted with set-up and clean up of approximately 100 City events.
- Moved the Cable TV department from the Main Library to 100 Smith Place.
- Delivered several hundred computers from the IT Department to various City offices.



*The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair and emergency services for approximately 300 City-owned vehicles and equipment.*

## 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; 205 City vehicles had 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 biannual inspections of 550 taxis.

- Conducted in-house CDL driver training in preparation for truck and road testing.

## Off-Hours

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

- Continued computer training for Off-Hours personnel for computerized customer service request program. Logged in 35 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.

- Cleaned 1,400 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 once during the summer of 2005 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Reviewed 75 Building Permit Applications for compliance with sewer and stormwater discharge requirements.
- Replaced approximately 525 linear feet of sewer and storm drain mains and installed or replaced 30 catch basins and 15 manholes through Remedial Reconstruction Contract.
- Cleaned approximately 55,000 linear feet of sewer and storm drain mains and televised approximately 55,000 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 the design of Common Manhole Contract 6 in the Normandy Terrace Area.
- Managed construction of the Porter Square Improvements.
- Managed demolition of the 238 Broadway buildings.
- Continued 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).
- Completed a study of the Sewer Abatement program and started revision of Abatement Program regulations.
- Installed flow meter to verify measurements of flows discharged to the MWRA collection system.

# 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 Website.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts when appropriate and encourages the participation and outreach to minority, local and women owned 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, Lexington, Weston, Waltham, Watertown and Winchester in a Cooperative Fuel Bid and with the Metropolitan Area Planning Council for office supplies, recycled paper, vehicles 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 and that their employees have the required certificate indicating 10 hours of OSHA approved safety training.
- Serving as the repository for the 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 for services valued over \$10,000.

## Highlights and Accomplishments

- Continued upgrading the Purchasing Department's Web site to become interactive for users and vendors.
- Continued a proactive campaign advocating for the purchase of environmentally preferred products.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- Continued to upgrade the new Purchasing bid and contract tracking system.
- Strategically expanded participation of City departments and the School Department on bids for goods, services and capital projects in an effort to leverage increased volume for better value.

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

**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 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

- Created a print shop logo and marketing materials using "Discover a Hidden Treasure."
- Portfolio presentation to the Cambridge Health Alliance and the Cambridge School Department to market the services of the Print Shop.

# Schools

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

## Cambridge Poised To Become A State Leader In Educational Excellence

An independent audit of the Cambridge Public Schools conducted by The Governor's Office of Educational Quality and Accountability (EQA) shows the Cambridge Public Schools are not just on the right path, but poised to take off and become a state leader in education.

"Where other districts might have a vision of improvement and talk about change a rare few actually commit to and make the changes they talk about," Dr. Joe Rappa, executive director of EQA, told the School Committee. He urged the School Committee to stay on its present course of action, telling the members that it is extremely rare for the EQA review team to find a district as committed to academic improvement.

The last time the EQA audited Cambridge Public Schools, during the 2003-2004 school year, the results were much different. The EQA examination found 30 of 88 educational indicators poor or unsatisfactory.

The 2006 examination found 85 of 88 indicators meeting or exceeding expectations. The EQA team lauded the record of improvement within the schools, citing curriculum, achievement, accountability and leadership that gives the district "achievement power."

"The conditions are in place to advance student performance and the rate of improvement for all student groups," the preliminary report states.

The audit found broad-based improvement in the Cambridge Public Schools and cited numerous district practices as models for other school districts to emulate, from leadership to academic programming to financial management. The audit also commended the leadership and the School Committee for the dramatic and quick turnaround in all facets of education. In fact, Dr. Rappa indicated that the EQA office has never seen a district turned around faster.

"This audit is telling," said Superintendent Thomas Fowler-Finn. "It shows that the breadth and depth of our academic programs are both rigorous and aligned with state frameworks. It shows that we are without a doubt headed in the right direction, and as Dr. Rappa said, it shows that in just three short years, the environment and culture of the Cambridge Public Schools has been transformed from a confederation of separate schools to a unified system, one that ensures that the needs of all children, from those with learning difficulties to those with aptitude above and beyond their grade level, is being met."

Dr. Fowler-Finn said the credit for this tremendous work should be given to the principals and teachers of the Cambridge Public Schools, who adopted and embraced a new educational philosophy for the good of the students they serve.

"From top to bottom, when you look at the Cambridge Public Schools, you see a school system that continues to demonstrate excellence: 98.5 percent of our seniors passed the MCAS, 95

percent earned their diplomas this year, with record high scores on the SATs. More than 90 percent of this year's graduates (the Class of 2006) are headed to college or technical school, proving once again that Cambridge Public School students have a promising and bright future."

## Cambridge Rindge and Latin School

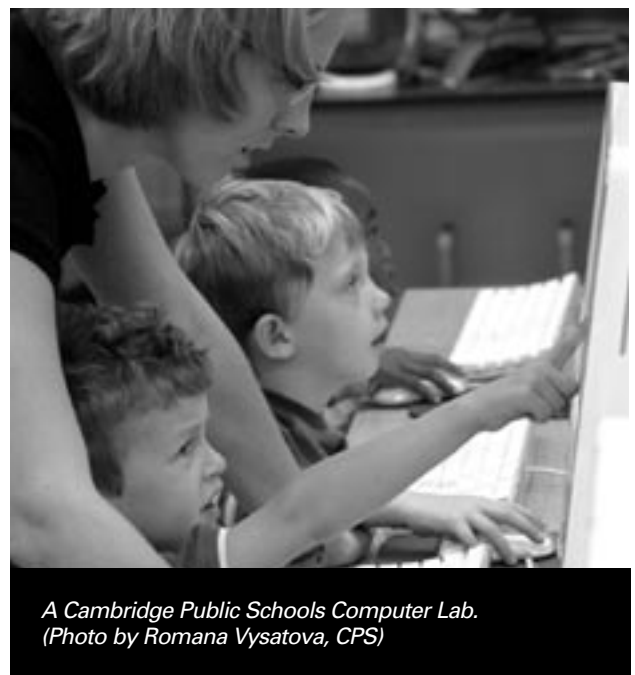
Just as in prior years, CRLS graduates can be found this fall at the nation's top universities, including a dozen students who are headed to Ivy League schools, and others who are headed to similarly prestigious institutions such as Duke, Boston College, Georgetown, George Washington, and the Massachusetts Institute of Technology.

In all, 368 of the 406 members of the Class of 2006 are headed to a two or four-year college, university or technical school. That's 91 percent of this year's graduates.

A large number of CRLS graduates going away to college are staying relatively close to home: 30 are headed to UMass Amherst, 19 to UMass Boston, 10 are going to Northeastern, seven to Boston University, six to Boston College, and five to Harvard. Two are headed to MIT.

"This year's list, much like last year's when 11 students earned acceptance to Harvard, shows that a CRLS diploma can help a student gain admission to any college or university she or he chooses," the Superintendent said. "Secondly, and perhaps to little surprise, this list shows that many of the best academic institutions in the world call Massachusetts home."

Besides the five CRLS graduates headed to Harvard this year, two are headed to Brown University, two are headed to Columbia, one to Cornell, and one to Yale. Further proof that Ivy League schools recognize the academic rigor of the Cambridge Public Schools.



A Cambridge Public Schools Computer Lab.  
(Photo by Romana Vysatova, CPS)

# Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the two City parking garages; collection and adjudication of parking tickets; and operation of the resident permit program. Traffic operations includes pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit. Department divisions include Traffic Control, Parking Control and Supporting Services.

## Highlights and Accomplishments

### Enforcement

- Implemented handheld ticket writing machines that improved ticket legibility and made them available online within 24 hours.

### Parking

- *Meter Division* - 2,885 new meter housings have been installed. New meter locations have been added.
- "Luke" multi-space pay stations, accepting credit cards, were installed in the Springfield and Windsor St. parking lots.
- *Parking Garages* - Installed new parking access and revenue control system. Built a new garage manager's office and cashier booth at the Green St. garage and revised the exit. Replaced the cashier booth at the First Street garage.
- Completed parking garage repair projects. At First St. Garage: completed analysis report; made various concrete expansion joint and facade repairs; replaced various sprinkler standpipes; investigated and repaired sinking pavement at the ground level; and replaced fire alarm control panel. At Green St. Garage: Replaced drainage pump station and replaced fire alarm control panel.

### Customer Service

- The photo on the 2006 Resident Information Brochure & Residential Parking Permit is of the newly renovated Dana Park. Each Resident receives a brochure when obtaining their RPP.
- A new Street Occupancy Permit Program was implemented that allows the applicant to apply online. This will support the next phase to pay online using a credit card.

### Planning/Construction

- Transportation Impact Studies for Cambridge Discovery Park and 195 First St., along with smaller traffic impact analysis, were reviewed and approved.
- Participated with the City, Harvard, the Agassiz Neighborhood and Neighborhood 9 on planning for construction at Harvard Law School.
- Twelve transportation mitigation projects have been installed by 8 private developers this fiscal year, including major intersection changes at the Alewife Station and at Main & Vassar St. and the final pieces of the lower Third St. reconstruction. Final design has started for roadway changes along O'Brien Hwy. and First St.

Designs for another 11 of over 20 required future mitigation projects have been reviewed and approved.

- *Traffic Calming* - Assisted the CDD with planning, design review, and implementation of projects including Upland Rd., Oxford St., Windsor St., Huron Ave, Harvey St., and Mt. Auburn St.
- Assisted CDD with final design details of the Harvard Square project.
- Working with CDD, managed a consultant traffic study of the safety problems on Blanchard Rd. Prepared design for Blanchard/Grove roundabout which is now under construction.
- *Volpe Crosswalk* - Conducted study in partnership with Volpe Center.
- *Construction* - Assisted DPW with several major projects: Porter Sq., Lower Massachusetts Ave., Cambridge St., Cambridgeport Roadways.

### Signals

- *Energy Savings* - Completed conversion to LED bulbs at 18 locations.
- Painted poles at 37 intersections and managed vendor completion of 528 maintenance work orders.
- Converted left-hand lane eastbound on Cambridge Street at Quincy Street to left turn only to eliminate pedestrian conflict.
- Converted Bishop Allen/Prospect and Harvard/Windsor to concurrent pedestrian operation.
- Improved the leading pedestrian interval at Broadway/Hampshire.
- Decreased cycle length and placed pedestrian phase on recall at Harvard/Inman.
- Installed audible pedestrian signals at Mass Ave./Prospect.
- Installed a new cabinet and controller at Mass Ave./Blake.
- Repaired conduit and upgraded equipment at Oxford/Sacramento.

### Signs/ Pavement Markings

- *Snow signs* - Resigned the entire city and removed restrictions on many streets.
- Repainted 80% of yellow centerlines, 50% of white edge lines and about 1400 of 1900 crosswalks.
- Reduced Broadway tunnel eastbound to two lanes.
- Fixed ambiguous lane shift on River Street north of Memorial Drive.
- Added left turn lane and relocated bike lane on Huron Avenue at Fresh Pond Parkway.
- Delineated turn lanes within Inman Square.
- Installed improved design of bicycle lane on Mass Ave eastbound at Western Ave.

# Veterans' Services

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

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services, and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. In fiscal year 2006, \$278,500 in assistance was disbursed. The cost of this benefit program is reimbursed to the City by the Commonwealth, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$2.8 million in federal monies for VA pensions, compensations and benefits during fiscal year 2006. 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. The Department assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the Department assists veterans who are totally disabled, parents/spouses of veterans' killed-in-action or those who died as a result of a service-connected injury, in applying for an annual \$2,000 annuity, which is provided tax free from the Commonwealth.

## Highlights and Accomplishments

- Assisted veterans in applying for the new Commonwealth of Massachusetts State Bonus program for returning Iraqi and Afghanistan veterans (\$1,000 bonus) and those who were activated since September 11, 2001, but served in other areas. (\$500 bonus)
- Assisted veterans and/or their spouses in applying for the Medicare Part D Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY06.
- Continued to register all Cambridge World War II veterans in the Washington, D.C. WWII Registry.
- Continued to minimize M.G.L. Chapter 115 expenditures (Veterans' Benefits) by aggressively procuring federal benefits, third party reimbursements and improving case management.
- Continued to enhance the Department's Web site ensuring that quality, up-to-date information is available to veterans and their families.
- Implemented revised changes in policies and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective January 2006.
- Worked closely with the Assessing Department to assist veterans and or their surviving spouses in applying for veterans' property tax abatements.



*General William Dawes Jr. (played by Sgt. Chris Tobin) arrives to warn soldiers that "The Red Coats Are Coming" during the Patriot's Day Observance at Cambridge Common.*



*U.S. Marine Corps Color Guard and Massachusetts Army National Guard Troops at Memorial Day Parade.*

# 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. CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Departments' responsibilities include:

Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality;

Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards;

Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;

Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;

Providing engineering, design, permitting, construction services and contract administration for water and other City projects;

Protecting purified water from potential hazardous contamination through improper connections to the piping network;

Removal of lead water services wherever possible;

Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;



*Chip Norton, CWD's Manager of Watershed Protection describes ongoing restoration projects at Fresh Pond Reservation.*

Supporting emergency and snow removal needs of the City of Cambridge;

All operating, capital and debt service for CWD 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 5.4 billion gallons of high quality potable water to serve the City's needs.
- Conducted an energy audit in cooperation with NSTAR that identified energy saving projects to consider for implementation.
- Substantially completed the installation of the Automatic Meter Reading (AMR) program. This program will allow for daily reads of water meters for early detection of excessive water usage (potentially leaks), virtually eliminate estimated readings and enable us to improve customer service. We have transitioned over 14,900 accounts to the AMR system of which 8,000, included water meter replacements. This project is ahead of schedule and within budget.
- Initiated construction of the Fresh Pond Reservation Northeast Sector (NES) Water Quality Improvement/Landscape Restoration Project.
- Maintained laboratory certification through periodic performance evaluations and DEP inspections.
- Processed 422 permits relating to the City water system.
- Provided over 70 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.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, instill uniformity of work practices and promote and sustain a diverse work place.
- Produced and distributed the third in-house Consumer Confidence Report for calendar year 2005 to all Cambridge water users.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

## Administration/Business

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 \$17.5 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 14,900 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.
- Adjusted various fees for service to reflect actual cost to perform these services.

## 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 new water mains in Ash and Palmer Streets, and performed construction monitoring services at Palmer Street.
- Maintained responsibility for reviewing and issuing permit applications for most water works construction projects.
- Reviewed water issues related to several projects that were either in the planning stage, under design, or in construction. These included Yerxa Road underpass, Walden Street Bridge, North Point Development, various Harvard, MIT and several multi-residence developments, and South Massachusetts Avenue/Lafayette Square.
- Continued to update the Geographical Information Systems (GIS) Mapping relating to water distribution system maps from 1996; reviewed, organized and labeled all private and public fire hydrants; continued to incorporate as-built drawing information of new water mains on various City streets, the total of which is 25,000 linear feet and have included associated major water services, hydrants and valves.
- Performed 5,945 backflow device inspections and surveyed 51 establishments for potential cross connections to the public water supply.
- Coordinated with MIT and Harvard on the removal of potential drinking water cross connections in their facilities. Performed key role in the investigation of water quality problems at one of MIT's graduate student housing complexes.
- Continued updating the long range capital improvement plan (5, 10 & 20-year) for the entire water system.
- Issued 346 permits (45 backflow device installations, 227 fire pumps and 27 hydrant use, 5 construction water use and 42 water main/service installations).



*Members of CWD's Water Operation's Team prepare for a "Confined Space Entry" to perform scheduled maintenance on an ozone contact chamber.*

## 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.

Continue to provide laboratory analytical services to 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 Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This has included performing routine operations coordination, water quality sampling and data review.

- Continued optimization of the water treatment plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continued laboratory performance evaluation activities to maintain DEP certifications.
- Started implementation of two new US EPA regulations: Long Term 2 Enhanced Surface Water Treatment Rule (LT2) and Stage 2 Disinfections and Disinfection Byproducts Rule (Stage 2 DBR). Due to the construction of the Water J. Sullivan Water Purification Facility and the enhanced drinking water quality, implementation is limited to data reporting and routine monitoring.
- Performed over 55,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.



- Replaced the Gas Chromatograph analytical equipment in the laboratory.



*CWD crew repairing a leak to a 12" water main on Broadway.*

## 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 and distribution 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 14,900 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 38 fire hydrants, repaired 80 leaks and performed 2,740 utility markouts.

- Replaced and rehabilitated approximately 4,180 linear feet of water mains on Clark, Dickerson, Palmer and Memorial Drive Extension.
- Eliminated 112 of the 2,733 lead services targeted for replacement.
- Issued/signed off on 76 permits (69 construction and 7 demolition).
- Installed a large 30" valve in Broadway at Highland Avenue.
- Replaced an aging backhoe.

## 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.

The 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) source water protection plan, 3) the implementation of a water quality early warning system, and 4) implementation of the Fresh Pond Master Plan.

- Substantially completed the Little Fresh Pond Shoreline Restoration and Drainage Improvement Project.
- Completed the schematic design for the golf course drainage improvements.
- Completed the Sixth year of the Source Water Quality Monitoring Program, per U.S. Geological Survey (USGS) standards, that includes all tributaries and reservoirs in the water supply network.
- Maintained the watershed (up-country) hazardous material response program. This effort included the materials response equipment facilities network, as well as, updating of the hazardous materials operating procedures and highway atlas.
- Continued the implementation of forest and landscape management/maintenance plans and contract for Fresh Pond Reservation and the "up-country" watershed lands.
- Reviewed and monitored over 60 development and site remediation projects throughout the reservoir watersheds.

# Weights & Measures

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

The Department of Weights and Measures enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local businesses. These include taximeters, retail motor fuel dispensers at gas stations, vehicle tank meters for dispensing home heating fuel and truck refueling, truck scales, factory and pharmacy scales.

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 Commonwealth of Massachusetts Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling. 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 biannual 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.
- Continue to update and maintain the City's Web page for this department and online complaint form.
- Successfully in a timely manner retested and sealed all 255 taxicabs with new rates.

# Women's Commission

Kimberly Sansoucy, 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

### • Report on the Status of Women and Girls in Cambridge:

Completed a comprehensive analysis of the status of women and girls in the city using census and other data in collaboration with the Institute for Community Health and the Public Health Department. The report includes data and maps on demographics, health, education, income, housing, safety and violence, and older women.

• **Economic Justice and Support Services:** Coordinated efforts to create a viable infrastructure for ROAD (Reaching Out About Depression), a local program created by and for low-income women affected by depression. Supported development of a long-term plan for fundraising and management so local women could conduct workshops for their peers that demystify depression and identify resources. Testified and lobbied for a Massachusetts Work-Family Council and a Paid Family Leave initiative that supports women's abilities to balance paid work and family care-giving.

• **Safety Awareness and Training:** Sponsored a six-week session of Girls' LEAP at the Cambridge YWCA for 8 to 14 year old girls and their guardians with the Police Department's Rape Aggression Defense Program. Collaborated with the CRLS STARS peer leaders and Girls' LEAP to strengthen awareness of personal safety.

• **Women's Arts:** Wrote grants and coordinated fundraising for fabri-

cation of "Filament/Firmament," a public art installation for the new Cambridge Public Library that will visually honor women's contributions to the life of the City.

• **Health:** Chaired the Women's Health Task Force for the Cambridge Health Alliance with focus on establishing a state-of-the-art Breast and Mammography Center, expanding the Labor and Delivery Suite and improving the reimbursement formula for the Birth Center. Chaired the Advisory Committee for the Cambridge Birth Center.

• **Domestic Violence:** Supported initiation of universal screening for domestic violence among providers in the Cambridge Health Alliance. 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.

• **Women's Heritage Project:** In collaboration with the Historical Commission, created the Women's Heritage Trail, a walking tour of Central Square that highlights women's contributions to the city. Participated in women's oral history of WWII including veterans and those on the home front. Coordinated celebration of the YWCA's 125th anniversary.

• **Young Women:** Coordinated efforts to produce the 2nd annual Woman-to-Woman program, a day of health and fitness activities for high school girls at CRLS. Worked with the Dating Violence Intervention Project to secure funding from local institutions to continue intervention and prevention programs in the high school and middle schools. Collaborated with the Cambridge YWCA on several new after-school and summer programs for elementary and teenage girls and boys.

• **Media:** Produced biweekly cable television programs, Women and Work and Women's Words Matter.

• **Elder Women:** Member of coordinating committees for the Older Women's League.

# About the City's Seal

The small 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."

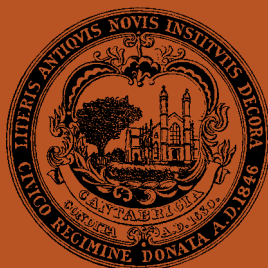


**City Manager** Robert W. Healy  
**Deputy City Manager** Richard C. Rossi

**City Council:**

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Vice Mayor Timothy J. Toomey, Jr.  
Councillor Marjorie C. Decker  
Councillor Henrietta Davis  
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Councillor E. Denise Simmons  
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