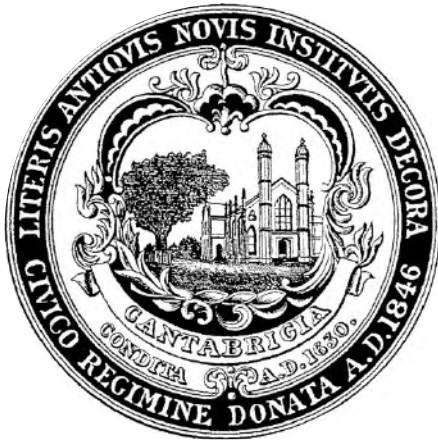


*live, learn,  
play, grow*



*City of Cambridge*  
ANNUAL REPORT  
2007/2008



# 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 numerous High Tech and Biotech companies. Over the years, Cambridge has developed into a truly international community with more than one in five residents being foreign born. Students from some 65 nations attend Cambridge Public Schools, and their families speak over 46 different languages.

## *Front Cover:*

Three new parks were completed in 2007-2008: Green-Rose Heritage Park in Area IV (Top), Jill Brown-Rhone Park at Lafayette Square in Central Square (Middle), and Father Callanan Park at the Tobin School in West Cambridge (Bottom).

# City Manager's Message

Photo: nortonphotography.com



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

I am pleased to present you with the fiscal year 2007-2008 Annual Report.

Cambridge has made significant progress this past year in supporting the City Council's community goals. With continued strong financial standing, the City has 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 approximately 20 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 significant savings to taxpayers.

In FY08, the City appropriated a combined total of \$12.6 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 \$72.2 million, of which approximately \$29.5 million was in state matching funds. We anticipate receiving a somewhat lower level of CPA state matching funds in FY08 as a result of 34 additional communities adopting the CPA in the past year and due to reduced fee receipts collected by the Registry of Deeds, which is the state funding source for the CPA match.

The City completed the new William G. Maher Park at Fresh Pond Reservation and the Greene-Rose Heritage Park at 238 Broadway. Roadway, sidewalk and open space enhancements were completed at the new Jill Brown-Rhone Park in Lafayette Square. Substantial progress was made on the Harvard Square roadway and sidewalk enhancement projects. Construction of the new City park on Memorial Drive at Western Avenue will begin upon completion of Harvard's underground garage.

Construction of the Main Library renovation and expansion, the new Robert W. Healy Public Safety Facility, the West Cambridge Youth and Community Center/VFW and the War Memorial renovation projects were under way in FY08. Completion of these projects will phase in through late 2008 and mid 2009.

Significant renovations and upgrades to the Cambridge Rindge and Latin School are scheduled to start in spring 2009.

In the past three fiscal years, we produced budgets that reflected an average annual increase of less than 3% in the property tax levy. For FY08, this resulted in approximately 92.5% of residential taxpayers receiving a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year.

In May 2008, the City Council approved the FY09 operating budget of \$434,126,990, a capital budget of \$28,566,615, and the five-year capital plan. The budget calls for a 5.68% increase in the property tax levy, though it may be slightly lower 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, including its substantial commitment to a massive energy efficiency initiative under the umbrella of the Cambridge Energy Alliance (CEA), in conjunction with the Cambridge Health Alliance and the Henry P. Kendall Foundation. This multi-year effort to reduce energy consumption citywide, through upgrades to building systems, will be financed through a grant from the Kendall Foundation and savings achieved by the energy upgrades. This effort will reduce the City's "carbon footprint" and will be a nationwide model. Cambridge continues to seek community participation in the City's Climate Protection Plan by encouraging energy efficiency, use of renewable resources, recycling and alternative transportation modes.

The City received a number of awards that demonstrate its commitment to providing high quality public services. America's Promise Alliance again selected Cambridge as one of the 100 Best Communities for Young People. Common Cause/Massachusetts awarded Cambridge its 2007 E-Government Award in recognition of the City's commitment to open government by posting key government records on its Web site. The Citizen's Housing and Planning Association awarded its Municipal Leadership Award to Cambridge for significant contributions to affordable housing. Clean Air/Cool Planet, the region's leading organization dedicated to finding solutions for global warming, gave its 2007 Climate Champion Award to Cambridge.

Please review this report to learn more about City departments' exceptional work, ensuring that Cambridge continues to be a great place to live, work and visit.

Very truly yours,

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

Robert W. Healy  
City Manager

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<b>Layout</b>	Avrio Publishing   ph: 502.974.8488   www.avriopublishing.com
<b>Printing</b>	Sterling Printing & Business Products, Inc.

# 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/Deputy Finance 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 Weinerman, 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

E. Denise Simmons, Mayor  
City Hall, 617.349.4321

## Peace Commission

Brian Corr, Director  
51 Inman Street • Cambridge, MA 02139  
617.349.4694 • TTY 617.492.0235

## Personnel

Michael Gardner, Director  
City Hall, 617.349.4332

## Police

Robert C. Haas, 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

Claude-Alix Jacob, MPH  
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  
617.349.6400 • 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

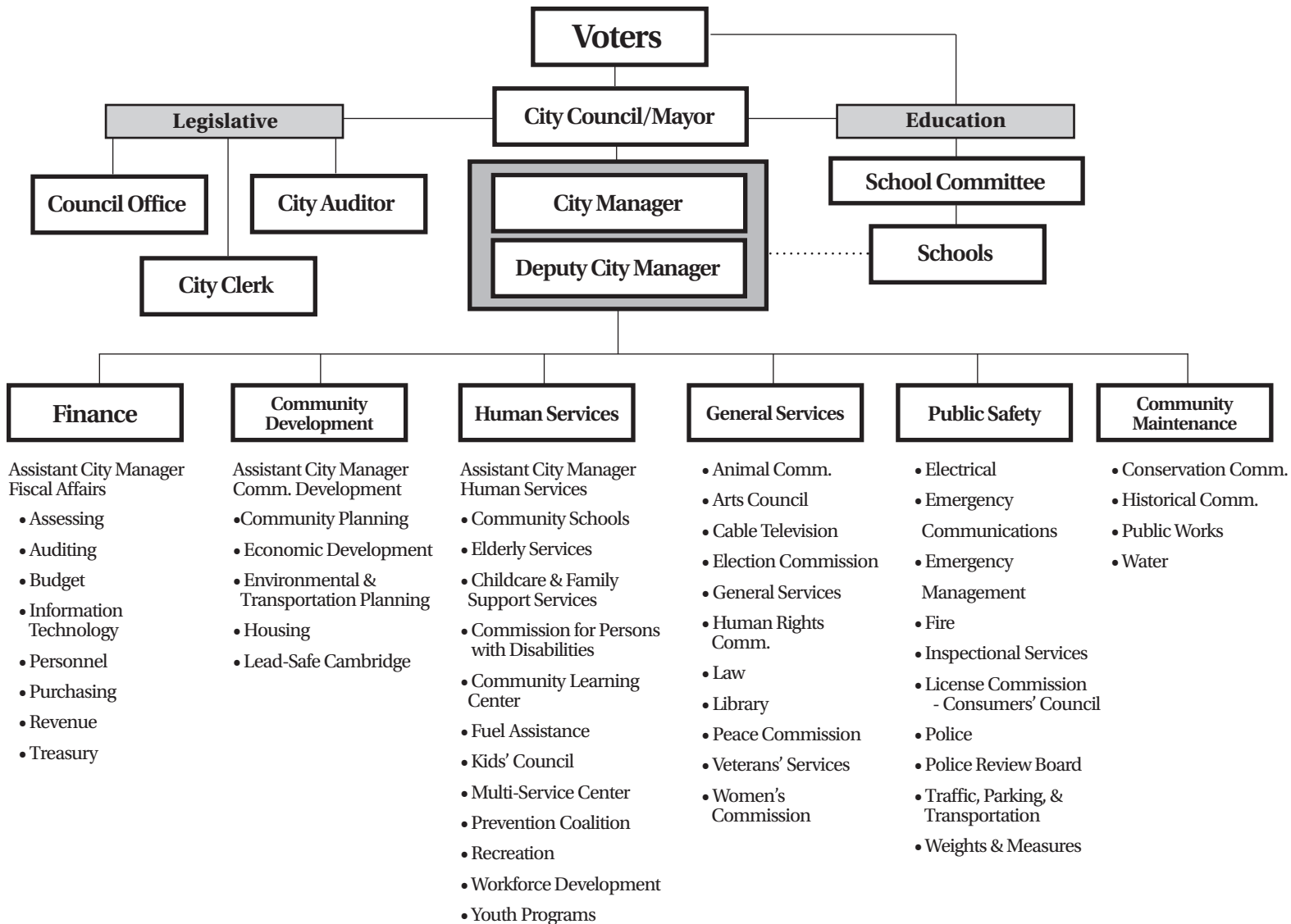
## Weights & Measures

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

# Organizational Chart



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

# 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:**

32,999 - Enrolled in Degree Program (includes non-residents)  
(2006, CDD)

**Poverty Status:**

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

**Registered Vehicles:**

43,883 (2008, Mass. Registry of Motor Vehicles)

**Housing Units:**

44,686 (2005, CDD)

**Owner Occupied Housing:**

30 % (2005, CDD)

**Median Housing Sales Price:**

\$646,900 Single Family  
\$650,000 Two Family  
\$416,000 Condominium  
(2007, Banker and Tradesman)

**Typical Rental Price:**

\$1,960 One Bedroom,  
\$2,400 Two Bedroom,  
\$2,200 Three Bedroom  
(2007, CDD)

**Median Household Income:**

\$47,979 (2000, US Census)

**Jobs:**

108,329  
(3rd Quarter, 2007, Mass. Executive Office of Labor and Workforce Development)

**Average Annual Wage:**

\$70,356  
(3rd Quarter, 2007, Mass. Executive Office of Labor and Workforce Development)

**Resident Unemployment Rate:**

4.1%  
(June 2008, Mass. Executive Office of Labor and Workforce Development)

**Major Employment Sectors:**

Education, Professional & Technical Services, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade  
(3rd Quarter, 2007, Mass. Executive Office of Labor and Workforce Development)

**FY08 Property Tax Rate:**

Residential \$7.36  
Commercial \$17.24  
(per \$1,000 of assessed value)

**Government:**

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

**FY08 Annual Operating Budget:**

\$412 million

**Public Schools:**

12 elementary schools, 1 high school

**Private Schools:**

13, plus 2 charters, numerous pre-schools and special education (Massachusetts Department of Education)

**Higher Education:**

Harvard University, Massachusetts Institute of Technology, Lesley University, Cambridge College, Episcopal Divinity School

**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, 276 sworn firefighters, 9 civilians

**Police Protection:**

1 police station, 274 sworn officers, 37 civilians

**Public Golf Courses:**

1 (Fresh Pond)

**Public Transportation:**

MBTA (subway & buses) and commuter rail

**Closest Airport:**

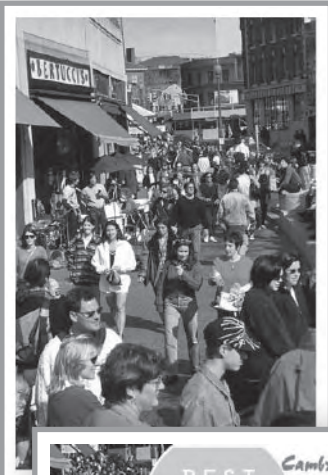
Logan Airport (Boston)

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

# Cambridge – A Cut Above 2007 – 2008

During the past year, the City of Cambridge received a number of regional and national awards that recognize its innovative practices and efforts to provide the highest quality of services to its citizens and also make Cambridge such a great place to live, work and visit.

**Best Walking City in America** – The American Podiatric Medical Association and Prevention magazine named Cambridge the Best Walking City in America. Popular Science Magazine also ranked Cambridge the sixth greenest city in the U.S.



**Three AAA Ratings for Fiscal Stability** – For the ninth straight year, Cambridge maintained its rare status of earning three Triple A ratings from the nation's three major credit rating agencies. Only a handful of cities across the nation have attained this honor, which is the highest rating that can be awarded to a municipality and continues to affirm the sound financial policies of this administration and the Cambridge City Council, and also reflects on the hard work of the Budget and Finance departments.

**Climate Champion** – Clean Air-Cool Planet, the region's leading organization dedicated to finding and promoting solutions to global warming, named Cambridge a Climate Champion.



**Innovation Award (for Green Initiatives)** – Mass. Municipal Association presented this award to Cambridge for its partnership to reduce Greenhouse Gas emissions through the creation of the Cambridge Energy Alliance.

**Innovation in Prevention Award** – Cambridge's Healthy Children Task Force was honored by the US Department

of Health and Human Services for its success in addressing childhood obesity in Cambridge schools. The Task Force works to promote healthy eating and physical activity in kids.

**Tree City USA** – For the 16th year, Cambridge was recognized by Mass. Dept. of Conservation and Recreation as a Tree City USA.



**Innovative Substance Abuse Program** – The National Association of State Alcohol and Drug Abuse Directors presented Cambridge this award for its 21 Proof Server/Seller training program developed by Cambridge Prevention Coalition, Cambridge License Commission and Cambridge Licensee Advisory Board.

**E-Government Award** – Common Cause Massachusetts presented Cambridge this



award in recognition of its commitment to open government by posting all key government records on its Web site. Common Cause is a non-partisan citizen's organization whose goal is to ensure open, honest, accountable and effective government at the federal, state and local levels.

**Municipal Leadership Award** – Citizens' Housing and Planning Association presented this award to Cambridge in recognition of its commitment to providing affordable housing for low and moderate income residents.

**Top City Web Site** – ComputerWorld Magazine listed Cambridge as one of the Top City Web Sites (for population 50,001 - 250,000) with an "A" grade in its report cards for E-government.

**100 Best Communities for Young People** – Cambridge was selected for this honor for the third year in a row by America's Promise, the Alliance for Youth. Inclusion on this important list is based on the City's demonstrated commitment to and success in serving young people.



**National Preschool Accreditation** – King Open Preschool became one of the first early childhood programs in the nation, and the first in Cambridge, to earn accreditation from

the National Association for the Education of Young Children (NAEYC) – the nation's leading organization of early childhood professionals. Recently, the East Cambridge, Martin Luther King and Morse Pre-schools also attained accreditation. The remaining two pre-schools under the Dept. of Human Service Programs, Haggerty and Peabody, were in the process of obtaining accreditation.





# 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; Reports annually to the Massachusetts Commission Against Discrimination (MCAD) and biannually to the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Office monitors City funded construction contracts to ensure that Contractors comply with the requirements outlined in the Cambridge Responsible Employer Plan.

## 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.
- Worked closely with the City Manager's Affirmative Action Advisory Committee.
- Co-facilitated training programs on "Valuing Differences" and "Preventing Harassment for Managers."
- Collaborated with the State Human Resources Division, Cambridge Police, Personnel and the Human Services departments to promote the Municipal Police Officer and Firefighter Examinations, launching recruitment campaigns targeting under-represented, protected status groups. Assisted the Police and Fire Departments in preparing Cambridge applicants for the exams.
- 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 facilitates programs for animal control and welfare in the city, and maintains Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The Commission encourages responsible pet ownership, ensures public safety around domestic or wild animals and manages the diverse population of wildlife that co-exists in the city.

## Highlights and Accomplishments

- Licensed 2,250 dogs; picked up 40 stray dogs (88% returned to owner, 13% adopted); issued over 190 animal quarantines and 145 citations for violations of the Animal Control Ordinance.
  - Responded to over 3,500 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
  - Conducted presentations to various groups on responsible pet ownership, dog bite prevention and local wildlife.
  - Transported 120 animals to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue league for medical attention, placement or humane euthanasia.
  - Sponsored a low cost rabies vaccination clinic for dogs. Continued to provide access for low cost spay/neuter services from Friends of Animals organization; and maintained the Helen Holland Trust
- Fund for a emergency relief for stray animals that need medical attention, that otherwise would have to be humanely euthanized.
  - Sponsored the Animal Rescue League's "Spay Wagon," offering low cost spay and neutering for cats and dogs, along with rabies vaccinations and micro chipping.
  - Sponsored the Annual License Day at Fresh Pond Reservation.
  - Maintained representation on the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs. Attended MSPCA Lobby Day for Animals to talk with elected officials about animal related bills in session.
  - 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. Celebrated the opening of a dog exercise area at Pacific Street Park.
  - Animal Control Officers attended workshops involving Emergency Animal Relief Support during disasters and a special Crime Scene Investigation workshop for animal cruelty.

# Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting Cambridge. CAC accomplishes this goal by stimulating public awareness and support for the arts, producing events that celebrate 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

- Worked with Vice-Mayor Brian Murphy and the Cambridge Public Library to establish the Cambridge Poet Populist program to celebrate poetry and Cambridge's rich poetic heritage. The Poet Populist Program is modeled on Seattle's program in which the residents vote for a poet to represent the City. Cambridge resident Peter Payack was elected in November 2007, and in this position, has visited schools, participated in a poetry reading with Boston's Poet Laureate, hosted a "poetry tent" at the Cambridge River Festival and Fresh Pond Day, among other activities. Payack is actively involved in creating a foundation and program infrastructure for future Poet Populists. He is also inviting residents to contribute to a Community Poem by submitting a pair of poetic couplets on their unique experience of Cambridge. Payack will organize the couplets into a poem that will be presented at the end of 2008 as a gift to the City of Cambridge, from the people of Cambridge.
- Continued to develop the Arts Council's marketing and communication strategies to further expand awareness of its programs and services. Participation in a pilot program offered through Common Impact resulted in the launch of new brand platform messaging to build more consistency among CAC's marketing and public relations efforts. New marketing collateral for large-scale events and more frequent and targeted digital newsletters were developed to heighten awareness of the CAC "brand." Focused PR efforts generated media attention and expanded audiences for the first Poet Populist program, in addition to other programs and services. CAC also work with Blue Note Technology to improve and enhance its Web site and database technology.



*Poet Populist Peter Payack visits the Haggerty School.*  
Photo by Karen Kosco

- Received funding from the National Endowment for the Arts (NEA) and the Massachusetts Cultural Council to fund the continuation of the Public Art Youth Council (PAYC), which began in 2007. PAYC consists of 13 high school students selected to represent the city's diverse geographic areas. PAYC members served as ambassadors for new and existing public art and worked with CAC's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. The PAYC reversed the more common process where adults develop programming for teen audiences, allowing the students themselves opportunities to develop initiatives that promote the City's Public Art collection and engage the community.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: the Cambridgeport Artists Open Studios (CAOS); the North Cambridge Artists Open Studios (NoCA); ArtsCentral festival and mural re-dedication in Central Square; the Boston Dragon Boat Festival; and the DIYDS National Youth Video and Film Festival. CAC also partnered with the Arts & Business Council of Greater Boston, the Cambridge Community Foundation, the Artists' Foundation, the Boston Dance Alliance, Patron Technologies and the City Council of Iceland to engage and educate leaders in the local arts community on a variety of issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

## COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 29th Cambridge River Festival (CRF) took place on Saturday, June 14, 2008 with a focus on community involvement. Brainstorming meetings to solicit creative ideas and recruit artists and volunteers began in February 2008. The festival included staged music and performances, interactive art-making activities, roving performers, temporary public art installations by local artists and an arts & crafts fair featuring local and international artworks. CAC strives to include as many local artists and vendors as possible in the Cambridge River Festival as a way to showcase their work to the broader community and provide significant opportunities for artist employment.
- Produced the 16th season of *Summer in the City* from late June through mid-August. The series targets youth ages 4 to 11 and offers



*Artist Workshops at the Cambridge River Festival.* Photo by Gerald Knight



**Summer in the City, 2007 Performance by Karen Ravenelle-Bloom: a journey through Bali, Indonesia with masked characters.**  
Photo by Kate Peck

free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2008, *Summer in the City* attracted approximately 2,800 audience members during an 8-week period. Performances included Zulu songs and folk tales from South Africa, Native American stories told through the use of masks, dance and puppetry, Haitian and West African dance and rhythms, and songs and music from Brazil. Promotional efforts include a mailing to every household with children in the Cambridge elementary schools and a brochure designed by students from the Art Institute of Boston at Lesley University.

- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$54,000 through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 32 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants to local school children to provide low-cost opportunities for youth to attend professional artistic events in Cambridge and the greater Boston area. Many of the 2008 grantees were also integrated into the festival activities at the annual Cambridge River Festival in order to celebrate their work and accomplishments to that audience.
- Issued over 300 street performer permits in accordance with the City's Sidewalk Use Ordinance, allowing street performers and buskers the opportunity to perform in and enliven City squares, parks and open spaces. In addition to providing permits, the Arts Council also hired three part-time employees to monitor performer activity and provide a fair balance between the needs and concerns of performers, local businesses and residents.

## PUBLIC ART PROGRAM HIGHLIGHTS

### Completed Projects

- **Trolley Square Park:** Artist Nancy Selvage created *Water Wall* as permanent public art for the new Trolley Square Park, located at the busy intersection of Massachusetts and Cameron Avenues in North Cambridge. This 3,600-square-foot park, named for the former Trolley barns that served the City's original MBTA street car system in the early 1900s, connects with the existing Linear Park along the Minuteman bike path, and includes trees, flowerbeds, benches, landscaped paths, lighting, bicycle racks and Selvage's public artwork.

- **Jill Brown-Rhone Park at Lafayette Square:** Artist Heidi Whitman transposed an original painting into a 36"x 48" glass tile mosaic for this new park at the intersection of Main St. and Mass. Ave. in Central Square. The mosaic's design juxtaposes symbols of the U.S.A., Haiti, China, India and Portugal, countries representing Cambridge's most recent immigrant populations, with references to the Charles River and surrounding location.
- **Greene-Rose Heritage Park in Area IV:** Artists Laura Evans, Tory Fair and Kenneth Speiser completed designs for unique sculptural treatments that will transform the familiar park bench into individual artistic expressions. The benches are installed in various locations at this new park located between Harvard St. and Broadway.

### Ongoing Projects

- **Harvard Square:** Jody Pinto continues to work with the City and private property owners on her design for Palmer Street in Harvard Square. Her artistic plan for "New Palmer" envisions a shared space for active street life and urban theater. The project provides an opportunity for private property owners and the City to enter into a partnership with the common goal of creating a cohesive and engaging space for shops, restaurants, cultural events, diverse pedestrian activity, and evening and nighttime activity.
- **Robert W. Healy Public Safety Facility:** MIT artists and professor Krzysztof Wodiczko was commissioned to create public art for the new police headquarters and public safety facility. Wodiczko worked with the community, the Police Department and the Emergency Communications Center to consider opportunities for having the artwork address the role and work of the police, emergency communications personnel and the public in providing public safety in the city.
- **West Cambridge Youth & Community Center:** Michael Oatman was commissioned to integrate public art into this new facility in West Cambridge. Oatman worked with a site committee involving community members, youth and representatives of the Department of Human Services/Youth & Teen Programs and members of the local VFW branch to solicit information and feedback, identify common connections between the various users of the facility, and to acknowledge a shared past that will be expressed through the artwork.



**Tory Fair's public art, Hopscotch, in Greene-Rose Heritage Park.**  
Photo by Tory Fair



The Public Art Youth Council at the CAC Gallery.

- **Main Library Expansion:** Liam Gillick continued to develop his design of a public artwork at the entrance to the underground parking garage that will serve the renovated and expanded main branch of the Cambridge Public Library.
- **Women's Memorial Project:** Ellen Driscoll's artwork, *Filament/Firmament*, 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 consists of etched glass, zinc wall panels, woven cable, text and textile imagery. A Web site featuring the Cambridge Women's Heritage Project will accompany the physical work and include stories of remarkable women and their contributions to Cambridge and the broader society.
- **Danahy Park:** Mierle Laderman Ukeles began work on designing the fifth and final phase of her artwork Turnaround Surround, a multi-year project located at Danahy Park and focusing on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site into a 55-acre active use park and public amenity.
- **Northeast Sector at Fresh Pond:** Artist Laura Baring-Gould was commissioned to integrate a public artwork that relates to the physical improvements and work being done related to watershed management in the Northeast Sector at Fresh Pond.
- **New Riverside Park:** Organized a jury and professional artist selection process resulting in the commission of Sharon Loudon to create a public artwork for integration into the new open space being developed as New Riverside Park, the former home of Mahoney's Garden Center along Memorial Drive in the Riverside neighborhood.
- **Blanchard Road:** Organized a jury and professional artist selection process resulting in the commission of DeWitt Godfrey to create a public artwork related to the Blanchard Road Improvement project. The project is designed to address safety issues and speed factors at the area between Concord Avenue and Grove Street and the artist began working with a project committee and local community groups to develop an appropriate artwork for this location.

- **Brookline Street:** Organized a jury and professional artist selection process resulting in the commission of Mike Mandel for the Brookline Street Reconstruction Project through which improvements will be made to address traffic speed, pedestrian safety and emphasize the residential character of the street.

## Education & Outreach

- Continued to organize and implement educational workshops and events related to the City's public art collection including a city-wide 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 Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.
- Commissioned local artist Mela Lyman to develop a project entitled *Anxiety of Beauty: Revisiting the Fountain of Youth*. The project focused on issues of conservation and maintenance of contemporary public art and resulted in the development of a new permanent public artwork for Paine Park created over a period of four months in the CAC Gallery. The exhibition and artwork development included collaborations with local businesses and restaurants to provide food samplings as a way to accentuate that art happens in the swirl of everyday activities and to encourage the public to use the gallery as a place for relaxation and reflection. In particular, focused marketing efforts were made to invite City employees in addition to the general public to come to these events and learn more about the artist process and how a public artwork is created. Markers, paper and books were also provided for inspiration and opportunities for participation by children and adults in creating their own artworks. Many school and community groups met with the artist in the gallery to learn more about the mural and her process for creating it.

## CAC Gallery

- Presented four exhibitions in the CAC Gallery focusing 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. Highlights included: *What is Public ART to US: Access, Reexamine, Teach* by participants in the Arts Council's Public Art Youth Council (PAYC). Participating youth utilized the CAC Gallery to explore what makes public art meaningful to young audiences. To prepare for the exhibition, PAYC members met with local youth groups, toured existing artworks in parks, playgrounds and plazas and developed a greater appreciation of how the art-works connect with and highlight important aspects of the city and its history.

## Conservation & Maintenance

Commissioned Lydia Vagts, Conservator of Paintings and Rika Smith McNally & Associates to complete professional assessments and routine maintenance of publicly sited sculptures and artistic objects continued in the city's public art collection. Additionally, the Arts Council commissioned Rika Smith McNally to serve as a consulting conservator to work with newly commissioned artists on their material choices and to develop comprehensive maintenance plans during the development phase for new artworks.

# 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 our 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 photographs of 99.9 percent of the residential parcels in Cambridge, which have been linked to the property record card. All 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 FY06, FY07 and FY08 taxable value for Cambridge

	FY06 Value(000s)	FY07 Value(000s)	FY08 Value(000s)
Existing Commercial & Industrial	\$6,874.29	\$7,146,605	\$7,840,171
New Commercial & Industrial	405,926	225,694	537,665
<b>TOTAL COMMERCIAL &amp; INDUSTRIAL</b>	<b>\$7,280,355</b>	<b>\$7,372,299</b>	<b>\$8,377,836</b>
Existing Residential Property	\$13,671,983	\$13,796,377	\$13,992,434
New Residential Property	289,717	339,118	434,430
<b>TOTAL RESIDENTIAL PROPERTY</b>	<b>\$13,961,700</b>	<b>\$14,135,495</b>	<b>\$14,426,864</b>
Existing Personal Property	\$394,584	\$457,021	\$513,980
New Personal Property	210,259	202,320	222,516
<b>TOTAL PERSONAL PROPERTY</b>	<b>\$604,843</b>	<b>\$659,341</b>	<b>\$736,496</b>
<b>TOTAL TAXABLE PROPERTY</b>	<b>\$21,846,898</b>	<b>\$22,167,135</b>	<b>\$23,541,196</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.

For FY09, the Auditing Budget has been divided into two divisions to better highlight the functions of the department. These division are "Administration and Accounts Payable" and "Financial Reporting and Controls."

### Highlights and Accomplishments

- Participated on the Other Post Employment Benefits (OPEB) Steering Committee, which oversaw the issuance of the City's first ever actuarial study to comply with GASB 45, which included developing economic and actuarial cost assumptions and amortization methods. The OPEB Steering Committee will continue to develop funding strategies pending approval by the state that would allow municipalities to create OPEB trust funds.
- Assisted in preparation of the City's Comprehensive Annual Financial Report (CAFR). Prepared the City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available online.
- Maintained requirements of GASB Statement Number 40 disclosing deposit and investment risk.
- Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs.
- Conducted testing for upgrading the PeopleSoft Financial system.
- Continued to assist on internal and external requests for Accounts Payable and vendor inquiries.
- Continued to teach basic training to other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Assisted in upgrading the revenue system and ensured it posted correctly to the City's general ledger.
- Completed all Mass. Dept. of Revenue required reports.

# Budget

David Kale, Director/Deputy Finance 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 included:

- Creating the City Manager's operating and capital budget guidelines to departments;
- Overseeing quarterly updates of the City's benchmark system;
- Reviewing proposed departmental budgets, goals and performance measures with the City Manager;
- Submitting City Manager's Budget to the City Council for adoption;
- Producing 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 FY08 Operating and Capital budgets of \$432,323,285.

- Coordinated the development of formal investment, debt service and reserve policies which were included for the first time in the FY08 Budget and were adopted by the City Council.
- Received, for the 22nd consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY08 Operating and Capital budgets.
- Prepared all documents for \$69,885,675 Bond Sale held on February 5, 2008. This issue financed such capital projects as the Main Library, West Cambridge Youth and Community Center, Public Safety Facility, Sewer and Street Reconstruction Projects, the War Memorial and CRLS Renovation Projects. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.42%.
- Assisted in the development of the City's first Project Funding Agreement with the Massachusetts School Building Authority for the War Memorial Renovation Project, which yielded a \$9 million reimbursement to the City.
- 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.
- Assisted in preparation of the following financial documents: FY2007 Comprehensive Annual Financial Report (CAFR), FY2007 Financial Statements, Bond Rating Agency presentation document and Official Statement for the February 2008 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

- One highlight of the CITY TV-8 production season was its coverage of the International Biotech 2007 Conference. For the three days of coverage, we constructed a remote studio where we conducted interviews with various Biotech participants. We subsequently packaged and broadcast a series of 10 "Bio-Minute" spots that aired throughout the year.
- Produced a three-part Election Special that examined the issues that the newly elected City Council will cover in their present term.
- Produced a series of public service announcements for the Weights & Measures Department and for the City's Lead Safe Program.
- Continued to cover and broadcast important City and community events and celebrations, including the Memorial Day Parade, Veteran's Day and Patriot's Day observances, the annual Dance Party and Danehy Park Family Day.
- Re-stocked acquired titles and series to provide City TV-8 viewers with alternative 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 (2007 calendar year):

Cambridge residents - births in Cambridge	479
Non-residents - births in Cambridge	3,058
Cambridge residents - births outside Cambridge	715
Marriages recorded	1,102
Deaths recorded	942
- Implemented digitized record storage and issuance for vital records.
- Restructured staff duties to meet increasing demand for amendments and correction of vital records.
- Continued to work to upgrade the vital records storage vault to meet a higher standard of archival preservation and began development of plans for upgrading additional vaults in which City Clerk and City Council records are stored.
- Published five books of permanent bound City Council records.
- Managed the City Council Agenda, which consisted of 3,598 items for calendar year 2007.



*The City Clerk's staff helps numerous customers throughout the year, many of whom take advantage of the late hours on Monday evenings.*



*City Clerk Margaret Drury marries a couple that used to live in Cambridge and wanted to get married here.*



*City Clerk's Office Staff*

# City Council

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

The City Council is the policy setting arm of the City and derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council 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 active committees, providing much of the research and legislative analysis on major policy issues before the Council.

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

**Governmental Relations.** This allotment supports the Council's efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff.

## Highlights and Accomplishments

- Coordinated the City Council inaugural in January 2008.
- Facilitated approximately 40 square dedication ceremonies initiated by the City Council.
- Provided staff support and training to the new City Council and the Mayor's staff with respect to policies and procedures.

## City Council Goals for FY09

- GOAL 1: 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.
- GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- GOAL 3: Provide high quality services, including excellent customer service, effectively and efficiently and continually strive to update the public on City issues and services.
- GOAL 4: Deliver high quality public safety services and maintain a high level of public confidence in these services.
- GOAL 5: Preserve and create affordable housing for low, moderate and middle-income residents.
- GOAL 6: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- GOAL 7: Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.
- GOAL 8: Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.
- GOAL 9: Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial 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 Council's Office Staff



FY08 Cambridge City Council. Front Row: David P. Maher, Marjorie C. Decker, Vice Mayor Brian Murphy, Craig A. Kelley. Back Row: Timothy J. Toomey, Jr., Henrietta Davis, Kenneth E. Reeves, Mayor E. Denise Simmons and Sam Seidel.



# City Manager

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

The City Manager, as the Chief Executive Officer of the City, 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 2007, the City received its sixth annual allocation of matching funds from the state under provisions of the Community Preservation Act (CPA), which Cambridge voters passed in 2002. The \$5.8 million in matching state funds added to the \$5.8 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 FY08, the City facilitated the creation of approximately 50 new units of rental and homeownership housing, continued the development of more than 30 affordable units, and completed an additional 60 affordable units. Projects completed this year included the redevelopment of the former North Cambridge VFW building into 9 homeownership units, construction of 13 affordable homeownership units on Columbia Street, and construction of 14 single-room-occupancy units on Concord Avenue in Neighborhood 10. 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 assisted 70 new homeowners who purchased homes through the First-time Homebuyer Program in FY08, and worked with private developers to create new affordable rental and homeownership units under the Inclusionary Housing Program.
- Open Space funds provided through the CPA enabled the City 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 4 new non-profit institution renovation projects in FY08 (for a total of 32 institutional grants since 2002) and 2 new affordable housing projects (for a total of 32 affordable housing historic renovation grants since 2003).
- 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, including Cambridge's major role in the metro-

regional emergency response preparedness drill "Operation Poseidon," energy consumption and group health insurance.

- Organized the 12th Annual Danehy Park Family Day in September 2007. Each year, over 4,000 Cambridge residents enjoy free rides and food, arts and entertainment at our award winning recycled open space facility.
- Worked with a variety of City departments and Cambridge institutions to coordinate the Second Annual Cambridge Science Festival, a nine day celebration of the sciences and their impact on life in Cambridge. This very popular event, produced by the MIT Museum, included a kickoff Science Carnival at City Hall and the Citywide Senior Center, opportunities for "lunch with a Nobel Laureate," and Curiosity Awards for Cambridge students who expressed their wide-ranging interests in the impacts of science on their daily lives.
- 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 (presented by the Cambridge Arts Council), A Taste of Cambridge and multiple ethnic and neighborhood festivals and celebrations.
- Coordinated responses to numerous City Council and citizen inquiries regarding City services, events, resources and opportunities, through the Cambridge Request System (CRS).
- 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 14 individual recipients.

## MAJOR CAPITAL PROJECTS

**Robert W. Healy Public Safety Facility:** Construction build-out of this City-owned shell building at 125 Sixth Street into a state-of-the-art public safety facility, which will include both the Police and Emergency Communications departments, was under way throughout FY08. As with all new projects, the City is incorporating green building technologies into the design. Completion is anticipated for fall 2008.

**West Cambridge Youth and Community Center/VFW:** Construction of the first phase of this new youth and community center/VFW facility at 688 Huron Avenue is complete and the second phase is under way, with completion of the entire project anticipated for winter 2008-2009.

**Main Library Renovation and Expansion Project:** Renovations to the historic building and construction of the new expansion wing is under way. 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. Completion is anticipated in spring 2009.

**Little Fresh Pond Shoreline Restoration:** Construction was completed 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.

**War Memorial Renovation:** Construction to renovate this late 1950's era building, improve and update building systems, provide universal accessibility and revamp the layout of the locker rooms, restrooms, classrooms and administrative offices is nearing completion, with reopening anticipated for late fall 2008.

**Sewer Separation and Stormwater Management Projects:** Phase II of the Sewer separation and stormwater management work was completed in the Harvard Square area. Work is ongoing on the stormwater management project at the Cambridge Library Expansion project at Ellery and Broadway. Common manhole removal work in Central Square on both the north and south sides of Massachusetts Avenue will begin construction in fall 2008. Design has begun on a sewer separation project in the upper Oxford Street area with construction to follow in 2009. All of these projects incorporate new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce Massachusetts Water Resource Authority charges. Sewer separation is a long-term effort and commitment throughout the city that will continue for many years to come.

**Roadway Reconstruction and Improvements:** Roadway reconstruction on South Mass. Ave./Lafayette Square is complete, and the new Jill Brown-Rhone Park at Lafayette Square was dedicated in June 2008. Roadway reconstruction in Harvard Square continues. Traffic calming and roadway projects on Huron Avenue and Blanchard Road are also under construction.

**William G. Maher Park and Ecological Restoration of Northeast Sector of Fresh Pond Reservation:** Construction was completed on the 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.

**Former Mahoney's Site on Memorial Drive:** The public process for design of the new City park to be built at this site along the Charles River is complete. Once Harvard has completed construction of its underground garage, the top of the garage structure will provide the platform for the City's new park. Construction of the park is anticipated to begin in fall 2008.

**Greene-Rose Heritage Park:** Dedication of this new park in the Area IV neighborhood took place in June 2008. The design for the park included 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 the addition of new plantings and furnishings.

**Tobin Playground:** Construction was completed on the upgrades to the Father Callanan Playground at the Tobin School. The tot play area was relocated and expanded. Other improvements include new play equipment, new surfacing, fencing, benches, pathway lighting and a renovated basketball court.

## Public Information Office

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



Renovations to the War Memorial facility are expected to be completed in late fall 2008.

## PUBLIC INFORMATION OFFICE HIGHLIGHTS

- Produced the fall and spring editions of *The Cambridge Life*, a biannual magazine that profiles City programs and services. *The Cambridge Life* also includes a useful City resources section and a calendar of events.
- Developed and posted City news and information on the City's Web site on a daily basis in an effort to keep content fresh and informative.
- Continued working with the IT Department to improve the overall layout of information on the City Web site and make it easier for users to navigate.
- Produced the fall/winter and spring/summer editions of the 8-pg. community newsletter, *CityView*, which was mailed to over 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY07 City of Cambridge Annual Report.
- Posted information on a regular basis on the City's Intranet site, Common Ground.
- Produced the PIO Update, a weekly e-mail newsletter to City 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 requests 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 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.



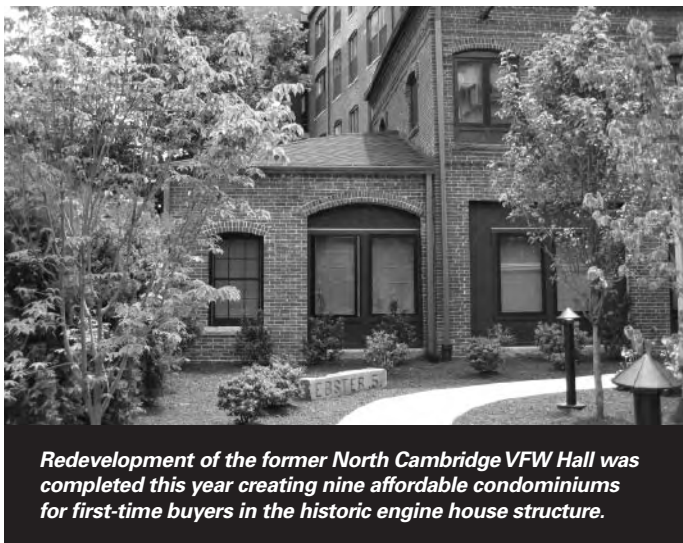
**Construction began this year at 823 Main Street, where 10 units of affordable housing for first-time homebuyers will be built to LEED (Leadership in Energy & Environmental Design) standards using "green" construction methods.** Boyes-Watson Architects



**A new park incorporating public artwork at Trolley Square was completed this year, creating a distinctive gathering place outside the award-winning housing development and enhancing the connection to the existing Linear Park.** Photo: Nancy Selvage

## Highlights and Accomplishments

- Citizens Housing and Planning Association (CHAPA) awarded the City its Municipal Leadership Award in recognition of the City's commitment to providing affordable housing for low and moderate-income residents and leadership in developing housing programs which have become models for other communities.
- The Home Depot Foundation awarded Trolley Square its Award for Excellence in Affordable Housing Built Responsibly for the mixed-income, mixed-use sustainable development created by Homeowner's Rehab, Inc. Trolley Square was developed with Community Preservation Act funds on a parcel of land owned by the City.
- The American Podiatric Medical Association and *Prevention* magazine named Cambridge the "Best Walking City in America" of 2008, with 46% of residents who also work in the city walking to work. The City also received the Clean Air Cool Planet Climate Champion Award for its outstanding municipal climate action programs and an award from AltWheels for the renovations to the City Hall Annex.
- Completed renovations at the Father Callanan Park at the Tobin School in West Cambridge and Trolley Square Park in North Cambridge, commenced construction of expanded open space at Costa Lopez Park in East Cambridge, and began community processes for upgrades to Clement Morgan Park and the Cambridge Common Playground.
- Provided façade improvement matching grants and technical assistance to 26 Cambridge businesses. Facades completed this year include: Olecito in Inman Square; Clear Conscience Café, Lunetta Café, The Attic and Four Burgers in Central Square; Crema Café, Felix Shoe Repair, Gnomon Copy and Zinnia Jewelry in Harvard Square; and Good Food Café and Shelley Chhabra Bridal in North Cambridge.
- Through the purchase of Renewable Energy Certificates, making progress toward the City's goal of achieving 20% renewable energy by 2010.



*Redevelopment of the former North Cambridge VFW Hall was completed this year creating nine affordable condominiums for first-time buyers in the historic engine house structure.*

## 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. In FY08, the Trust was supported with a \$10 million allocation of funds under the Community Preservation Act. A total of \$79.9 million in City funds have been contributed since 1995 to create or preserve over 2,850 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, are used to fund housing that is affordable to low and moderate-income households and leverage additional funds from other public and private funding sources.

The Housing Division works closely with local non-profit developers and the Cambridge Housing Authority to preserve and create affordable rental and homeownership units. The Division also offers education, counseling and financial assistance for first-time homebuyers, and low-interest home improvement loans and technical assistance for existing homeowners through the Home Improvement Program. In addition, the City further supports affordable housing production through planning and zoning policies, which include inclusionary and incentive zoning programs. The Housing Division ensures the long-term affordability of affordable units developed under City programs through deed restrictions on each property.

- Completed the sale of more than 70 affordable homeownership units to first-time homebuyers. These units were acquired through the City's first-time homebuyer financial assistance program, the non-profit housing development program and the City's inclusionary housing program. Through these programs and with assistance from City staff, more than 180 families have become homeowners in the past 3 years.
- Worked with local non-profit housing developers to create more than 50 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. New projects include a 16-unit building acquired in North Cambridge, the acquisition of a church in Wellington-Harrington to be redeveloped as affordable condominiums, a mixed-use building with affordable rental units being developed on Cambridge

Street, and scattered-site units for first-time homebuyers acquired through the City's homebuyer programs. Construction began on two homeownership projects in Area IV, one at the site of the former Nightstage property on Main Street and the other at the site of a former print shop on Harvard Street. In addition, construction was completed on 60 new affordable rental and homeownership units, including 14 rental units on Concord Avenue, 16 rental units on Marcella Street, 13 ownership units on Columbia Street and 9 ownership units on Massachusetts Avenue in North Cambridge.

- Educated 500 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to approximately 150 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on understanding and repairing credit to prepare for homeownership, credit and budgeting, and multi-family homeownership. This education and outreach has helped keep the rate of foreclosure low in the city.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Home and Energy Fair, Daney Park Family Day, Fair Housing, Hoops N' Health and Cambridge River Festival. Conducted more than 8 information sessions throughout the year to review the application process for more than 90 affordable rental and homeownership units marketed by the Housing Division.
- Assisted more than 50 households through the City's low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs and help stabilize the residency of low and moderate-income homeowners in the city.

### 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, demographic 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



*Renovations to the Father Callanan Playground at the Tobin School were completed this year, featuring a new play structure and swings for 5-12 year olds, an enclosed play area for younger children, new basketball courts, water features, and new paving, lighting and landscaping.*

# Community Development Page 3 of CDD

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.

- Commenced work with Green Building/Zoning Task Force to analyze various approaches to energy efficient building practices. Key issues include adopting green building requirements such as LEED criteria for large scale development projects; developing an approach to green roofs, wind turbines and solar access; and identifying and addressing impediments to green building practices in the Zoning Ordinance.
- Completed neighborhood study updates for North Cambridge and Agassiz. Initiated neighborhood study update for Neighborhood Nine.
- Continued work with Lesley University Working Group to address proposed growth of the campus in the Porter Square and Agassiz neighborhoods.
- Conducted design review of development projects citywide, including a project at First, Bent and Charles Streets to include housing with ground floor retail as well as research and development use; a major renovation and addition to the Hotel Tria on Alewife Brook Parkway; a small new hotel proposed for the corner of Massachusetts Avenue and Remington Street; and a small retail and office building at Fresh Pond Parkway near Concord Avenue.

## 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, attracting and retaining businesses, and promoting a dynamic business climate.



*The Jill Brown-Rhone Park was dedicated in June, creating an inviting gateway to Central Square while enhancing the safety and convenience for all users of the roadway.*



*Businesses throughout Cambridge have upgraded their storefronts with assistance from the Façade, Signage and Lighting Improvement Program, which supports the city's commercial vitality.*

- Presented three Best Retail Practices workshops and provided individual consultations to 51 Cambridge retailers interested in merchandising, interior design upgrades, marketing, including direct mail, and operational improvements. Provided 16 matching grants to assist with the implementation of suggested improvements. Retailers who received grants this year included Kirkland Cleaners in Mid-Cambridge, Andala Coffee House and 1369 Coffee House in Central Square, Druid in Inman Square, Cambridge Bicycle on lower Mass. Ave. and Bengal Café in North Cambridge.
- Assisted over 370 small businesses and aspiring entrepreneurs through one-on-one counseling, real estate site search assistance, workshops about starting and growing a business and how to sell on eBay, and classes on becoming a state-certified minority or women-owned business. Developed and delivered new workshops about pricing strategies for retailers and record keeping for small businesses. Updated the Minority & Women-owned Business Directory for 2008, which includes 220 minority and women-owned businesses.
- Supported 29 Cambridge residents enrolled in career training programs in the biomedical, healthcare and human resource fields through three 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 certification and college study programs in health care, leading to potential increases in income.
- Began investigation of emerging job opportunities in the green economy, with work to continue through a Green Jobs Task Force in FY09.
- Provided technical assistance to various Cambridge business associations and organizations, including the newly formed East Cambridge Business Association, providing information, marketing materials and hands-on assistance for such activities as Arts Central in Central Square, Shop Inman by Moonlight, Harvard Square Concierge Event and the Cambridge Local First Think Local/Thank Local Thanksgiving Charity Event.

# Community Development Page 4 of CDD

## Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division plans transportation infrastructure projects with a special emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures are implemented; undertakes energy conservation and renewable energy projects and other activities in support of the City's Climate Protection Plan; and prevents childhood lead poisoning by removing lead paint from residential structures and yards.

- Worked with the Kendall Foundation to develop the Cambridge Energy Alliance, a ground-breaking effort to carry out massive energy conservation in homes and businesses. A working group has established policies, developed funding and outreach goals, selected service providers, and is undertaking initial projects. The Energy Alliance is slated to reduce electric demand by 15% citywide within 5 to 7 years, through a \$100 million investment of private funds in energy efficiency measures.
- Working with the community, developed plans for reconstruction of Brookline Street and, in conjunction with the Department of Public Works (DPW), completed plans for the reconstruction of the southern portion of Blanchard Road. Designed traffic calming measures for Brattle, Cushing and Middlesex streets. Construction completed for Windsor Street, and in progress for Upland Road, Rindge Avenue and Mt. Auburn Street.
- Undertook a variety of projects to improve conditions for pedestrians, cyclists and transit users, including installation of additional bicycle parking, research to determine which pavement markings work best for cyclists and motorists, and working with the MBTA to install new elevators at several transit stations in Cambridge. Published an updated edition of the City map and promoted transportation alternatives by holding two family bike rides.
- Working with MassHighway and the DPW, completed South Massachusetts Avenue improvements and the new park at Lafayette Square, which opened in June 2008.



*Approximately 140 cyclists participated in the Cambridge Parks and Playgrounds tour organized last fall by the Cambridge Bicycle Committee. The City promotes the use of bicycle transportation through a range of initiatives, and from 2002 to 2006, saw a 70% increase in the number of cyclists.*

- Deleaded and preserved the affordability of 37 residential units occupied by low or moderate income families, reaching a total of 763 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events. In addition, trained 18 contractors in deleading and lead-safe work practices.



*The Lead-Safe Cambridge Safer Soil Program provided the landscaping for Columbia Court in Area IV, where 13 new affordable homeownership units were developed with funding assistance from the City.*



*Each year, the City recognizes local businesses and nonprofit organizations with Go Green Business Awards. Above, Deputy City Manager Richard Rossi recognizes Sprouts of Hope for waste reduction initiatives. Photo: Jodi Hilton*

# Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



*Completed walkway and re-vegetation along Little Fresh Pond Shoreline – permitted by the Conservation Commission.*

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 implementing 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 13 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 public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Master Plan Advisory Board. This Board 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 discusses flooding issues in the Alewife Brook Sub-Watershed and ways to prevent flooding.
- Administered the Cambridge Community Garden program – upgrading existing gardens, establishing new gardens and distributing informational materials to interested residents and City staff.
- Educated City departments about the Commission's permitting process and requirements.
- Coordinated the appropriation and distribution of Community Preservation Act Open Space funds. During FY08, the funds were used to fund several projects associated with the high priorities of the Fresh Pond Master Plan.



*Conservation Commission Director Jennifer Wright with members of the Cambridge Water Department during 2008 Water Week.*

# 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. A major priority continues to be to work with the network of agencies serving and protecting Cambridge senior citizens from consumer scams.

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

- A major outreach focus this past year was on the February 2009 transition from analog to digital television broadcasting nationwide. Information was distributed through various methods to reach Cambridge consumers without cable TV service or who owned older TV sets regarding the options they could pursue prior to the transition to digital.
- The director of the Consumers' Council was appointed by the chairman of the FCC to serve on an advisory panel to help with the state and national educational effort about digital TV as well as the local effort.
- The Consumers' Council joined with other City departments at the Home and Energy Fair to present options for consumers to save energy with the focus on maximizing fuel efficiency in their use of the automobile.

# 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 and again in 1991, to administer and enforce the City's Ethics Ordinance.

## Highlights and Accomplishments

- Conducted 2007 Cambridge Municipal Election, 2008 Presidential Primary, two Special Primaries, and two Special Elections in a professional, efficient and fair manner. Improved voter needs at polling places with regard to lighting, signage and accessibility.
- Revamped Election Commission Web site to make it more user friendly for Cambridge residents. The site is updated continuously with current election information, voter registration deadlines and new features, such as the Photo Gallery.
- Distributed "I VOTED" stickers at polling places, a project aimed at encouraging and increasing voter turnout.
- Implemented "AutoMARK Assist Machines" at all polling places, which assist voters who are unable to mark an optical scan paper ballot due to blindness or other physical impairment.
- Displayed new sandwich board signs at all Cambridge polling precincts a month ahead of each election to remind residents to "Register and Vote." Similar lawn signs and sandwich boards are also posted in the major squares and at entrances to subway stations.
- Processed 7,639 Voter Registrations, which includes new voters, as well as address and party changes. Processed 778 Absentee

Ballot Applications for Cambridge Municipal Election and 1,500 for Presidential Primary. Voter turnout was approximately 25% for the Municipal Election and 51% for the Presidential Primary.

- Increased visibility of Voter Registration community sessions by having staff wear "Register and Vote" T-shirts and displaying session photos on Election Web site.
- Produced and distributed a bookmark to remind and educate voters about Cambridge's Proportional Representation Municipal Election. Bookmarks with voter registration deadlines and Election Day voting hours were distributed throughout Cambridge.
- Conducted 2008 Annual City Census by mailing census forms to over 40,000 households, including residents of multi-unit dwellings (9 or more units). Produced 2008 Street Listing Book.



Voter Registration Session at Fresh Pond Day.



# Electrical

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

The Electrical Department oversees 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 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 lighting and/or emergency call boxes at Tobin School Tot Lot, Trolley Square Park, Costa Lopez Park, Winthrop Square Park and Rose Heritage Park.
- Responded to daily service calls; tested municipal building fire alarm systems and serviced building security systems; connected additional buildings to the City's Fire Alarm System.
- Provided electrical power and sound systems for City events.
- Installed local area data networks and telephone wiring for City departments.
- Continued servicing streetlights, patrolling for broken lights and responding to resident calls about malfunctions; continued re-lamping program, completing work in Neighborhoods 7 and 8 for 596 streetlights.
- Installed 3.5 miles of fire alarm cable and 2 miles of fiber cable to relocate the Emergency Communications Dept. to new Public Safety facility.
- Installed holiday lighting; assisted with installation of lighted banners in Harvard and Central Squares.
- In conjunction with roadway and sidewalk improvements by Public Works, assisted private contractors with new lighting on Mass. Ave. from Memorial Drive to Lafayette Square; JFK St. from Memorial Drive to Elliot St.; Winthrop St. from JFK St. to Elliot St.; a section of Mt. Auburn St. between Holyoke and Linden Streets; Church Street from Mass. Ave. to Brattle St., and a public art project lighting on Palmer St.

# 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 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 also coordinates the automation of dispatching, police information and fire information computer systems. The department is additionally 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 assisted in tests of fire box alarms and circuits; made special notifications of supporting City, state and federal agencies; and handled 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 ECC staff in the new, computerized Enhanced-911 system designed to interoperate with new telephone technologies such as VOIP and Wireless.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and upgraded the Public Safety E-mail systems.
- Managed tactical communications for major annual events, including Head of the Charles, Fourth of July and special dignitary visits.
- Assisted the Police Department in several new projects, including the integration of the Police Records Management System with Property & Evidence Tracking, Warrant Management and the Daily Journal Log.
- Obtained state 911 grants for ongoing dispatcher training.
- Participated in planning and coordinating relocation of ECC to the new Robert W. Healy Public Safety Building scheduled to open in FY09.
- Helped with ongoing projects to organize police, 911, fire and other officials regionally and statewide to acquire satellite communications for public safety, improve subway communications in the MBTA system and 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

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Massachusetts Emergency Management Agency (MEMA) has asked cities and towns to participate in a new revision of the CEM plan which involves a Web-based plan (called "eCEM") and the maintenance of the plan on a MEMA server. Ultimately, the eCEM plan will be updated on a continual basis. The program works with the Commonwealths GIS database to plot the location of resources geographically. Work is now under way to coordinate our plans with Boston and the other 7 communities that abut Boston.
- The department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on issues of safety and security.
- Participated in the Unified Command Centers for both the Boston/Cambridge 4th of July and the Head of the Charles Regatta. In addition to improving readiness and service at these events, participation with the other agencies serves as extremely valuable training.
- The department continues to work with Cambridge residents who are victims of fires or other localized disasters. During FY08, the department responded to 15 incidents in Cambridge involving 78 individuals who needed assistance from the Red Cross, the Multi-Service Center and other agencies.
- The merger of the Federal Emergency Management Agency (FEMA) into the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. Some programs that form part of Citizens Corps are: Community Emergency Response Team (CERT), Volunteers In Police Service (VIP'S) and the Medical Reserve Corps. Our Auxiliary Fire Department and Auxiliary Police Department are enrolled as part of Citizens Corps.
- The director represents the City of Cambridge on the Metropolitan Mayors Coalition Emergency Planning Committee, the regional Hazard Mitigation Planning Committee and the Emergency Management Committee for the Urban Area Security Initiative (UASI). The UASI committee meets biweekly to coordinate the emergency planning in UASI communities. Work continues in the effort to identify regional hazards and explore ways to mitigate them. The UASI group is also working to develop the "eCEM" planning process to ensure that the plans of the communities are congruent and to enable sharing of information resources.

- One focus of the UASI Emergency Management Committee this past year was to develop plans for evacuation and sheltering during emergencies. The committee is planning a major investment in a cache of cots and blankets which will be stored in trailers for rapid deployment. It is expected that a portion of the cache will be stored in trailers in Cambridge and available for emergency use.
- The department continued to update its Web site and worked with the City's Public Information Officer and the IT Department staff on emergency public information improvements. These pages include information on how to contact family members through agencies and links to Web sites posting casualty or survivor information. During FY08, information was provided relating to the typhoon in Burma and the earthquake in China.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills at least monthly. The RACES volunteers use 2 meter and 6 meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. Our High Frequency (HF) equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.
- During FY08, the department continued development of the Corporate Emergency Access System (CEAS) in Cambridge. This program is designed to ensure that Cambridge businesses and facilities are able to mitigate losses and recover rapidly from a disaster by providing access credentials and training to key personnel who are needed to preserve data and infrastructure in affected areas. The director participates as a member of the Boston area CEAS user committee.
- The department continued efforts to encourage residents to use the "ICE" system on their cellular telephones. The idea for the system originated in Cambridgeshire, UK, in the spring of 2005 and is being replicated widely. Residents are encouraged to store the telephone numbers of relatives who should be notified in emergencies in the phone prefixed with the letters "ICE" (In Case of Emergency). The system allows paramedics and other medical personnel to contact family or friends of a sick or injured person to learn of a person's relevant medical history.



*Stacia Joyce, of the Cambridge Emergency Management staff handling communications at the Unified Command Center for the Fourth of July.*

# 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 is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue and Information Technology (IT) functions. The Budget, Personnel, Assessing, Purchasing, and IT 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, as well as financial policy direction to other City departments. 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 Government Accounting Standards Board (GASB) requirements, and it assures potential purchasers of the City's notes and bonds of the City's fiscal soundness.

## Revenue Collection/Treasury

*Claire Spinner, Director*

The Revenue Division collects and records all City revenues in a timely and accurate manner and provides a high level of customer service to taxpayers requesting assistance. The division processes approximately \$400 million in receipts annually and issues approximately 185,000 bills and notices. The office works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties, in order to protect the City's legal interests.

The Treasury Division is comprised of the Cash Management and Payroll functions. Cash Management is responsible for all City banking, including the City's banking services contract, identification of all wire transfers into City bank accounts, investment of City cash in accordance with State law and the City's investment policy, management of City trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors.

Payroll is primarily responsible for the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,800 IRS Form W-2s and 500 IRS Form 1099s.

## Highlights and Accomplishments

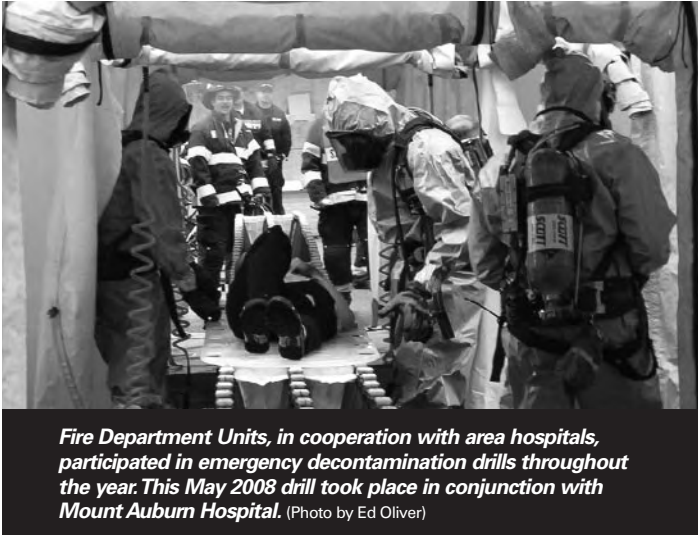
- In conjunction with the OPEB (Other Post-Employment Benefit) Steering Committee, the department oversaw the issuance of the City's first ever actuarial study to comply with the Government Accounting Standards Board (GASB) 45 requirement, which included developing economic and actuarial cost assumptions and amortization methods.
  - Coordinated the development of formal investment, debt and reserve policies which were included for the first time in the FY08 Budget and were adopted by the City Council.
  - Continued to manage the FY08 City Scholarship program, providing scholarships to 32 recipients, totaling \$80,000. In a continued collaborative effort with Cambridge Rindge and Latin High School (CRLS) to update and make the City's scholarship application more accessible, the City received 183 applications.
  - Collaborated with Cambridge College to develop a new teaching module to provide a comprehensive overview of Cambridge municipal finance to City employees.
  - Issued \$69,885,675 in general Obligation Bonds to finance such capital projects as the Main Library, West Cambridge Youth and Community Center, Public Safety Facility, Sewer and Street Reconstruction Projects, the War Memorial and CRLS Renovation Projects. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.42%. In addition, Standard and Poor's revised its Financial Management Assessment (FMA) of the City from "good" to "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
  - Developed, recommended and monitored the planned use of the City's Debt Stabilization Fund in order to minimize the property tax impact of increasing debt costs to fund major capital projects.
  - Created an Investment Oversight Committee, which reviews cash investments on a quarterly basis.
  - Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 21st consecutive year.
  - Monitored the collection and disbursement of Community Preservation Act (CPA) funds. Since the adoption of the CPA, the City has appropriated/reserved a total of \$72.2 million in CPA funds, of which approximately \$30.9 million is attributable to state matching funds.
- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three brochures on the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.
  - Collaborated with the Information Technology and Auditing departments to create standards for online credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments.



*Recipients and City officials at the 2008 City Scholarship Awards Ceremony.*

# Fire

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



*Fire Department Units, in cooperation with area hospitals, participated in emergency decontamination drills throughout the year. This May 2008 drill took place in conjunction with Mount Auburn Hospital. (Photo by Ed Oliver)*

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; and to provide defense against terrorist attacks. The Cambridge Fire Department is a nationally rated Class 1 Fire Department, one of only 52 in the country, and one of only three in New England.

The Cambridge Fire Department protects one of the most densely-populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings.

Staffed by 276 sworn members and 9 civilian members, the department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, the Rescue, and Division Chiefs, operate from 8 fire houses. Several Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention Division, the Training Division, Technical Services Division, and Administrative Services.

## Highlights and Accomplishments

- There were 13,778 emergency incidents which generated 33,207 emergency responses. There were 93 building fires, 692 inside fires, 859 fires of all categories, 206 hazardous materials incidents and 6,385 emergency medical incidents. Major fires included four Second-Alarm fires, three Third-Alarm fires and eight Working Fires.
- Notable fires included a three-story apartment building on Oxford St. (July 4), commercial building fires on Cambridge St. and Huron Ave. (Aug. and Sept.), occupied multiple dwelling fires on Chauncy Terrace and Putnam Ave. (Dec.), Reed St. (Jan.), Harvard St. (Apr.), and Broadway (May). Five - 2 ½ and 3- story residential buildings were damaged by a major fire on Amory Street (May).
- Appointed 8 new Firefighters-on-Probation to fill existing vacancies.

- Ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment as well as generate energy savings. Repairs to the Engine 4 firehouse in North Cambridge have been completed. Repairs to Engine 5's house in Inman Square are in progress.
- Cambridge EMS was the recipient of the Emergency Medical System Region 4 award for the most innovative system. Additionally, the Cambridge Emergency Medical Delivery System was nominated for an Innovation in Government Award from the John F. Kennedy School of Government.
- Continued the successful Neighborhood Walk-Through Program, whereby fire companies park the trucks and the members walk the area, interacting with residents and answering fire safety questions. This enables the department to maintain good, direct communications with residents and also helps increase familiarization with the changing neighborhoods and buildings.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- Working with other City departments, assisted in the installation and operation of a state-of-the-art Emergency Operations Command Center based at the Cambridge Water Purification Facility.
- Continued emergency medicine ride-along training program where Mass. General Hospital resident intern medical doctors ride and respond with Cambridge Fire paramedic units.
- Participated in a multi-agency nuclear radiation drill at Logan Airport, and mass decontamination drill in cooperation with the Cambridge Hospital.
- Continued participating in the Homeland Defense Metro Cambridge/Boston UASI (Urban Area Security Initiative) Interoperability project, which enables various agencies to communicate with each other on connected channels for command, control and tactical operations at major incidents.

## DIVISION OVERVIEWS AND HIGHLIGHTS

### Fire Suppression

The responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against unfriendly fire, pre-hospital emergency medical and paramedic care, hazardous material protection,



*This fire in the congested Broadway area blazed in February 2008. The fire was contained by aggressive tactics of fire companies. (Photo by CFD Photo Unit)*

and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevator, machinery, vehicle, ice or water accidents. Throughout the year, suppression units also continually participate in an aggressive regimen of training and review of technical firefighting, rescue, hazardous materials, anti-terrorism and medical skills. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are also performed by suppression units. During winter weather situations, fire companies clear snow and ice from hydrants in their respective response areas.

## Fire Prevention Division

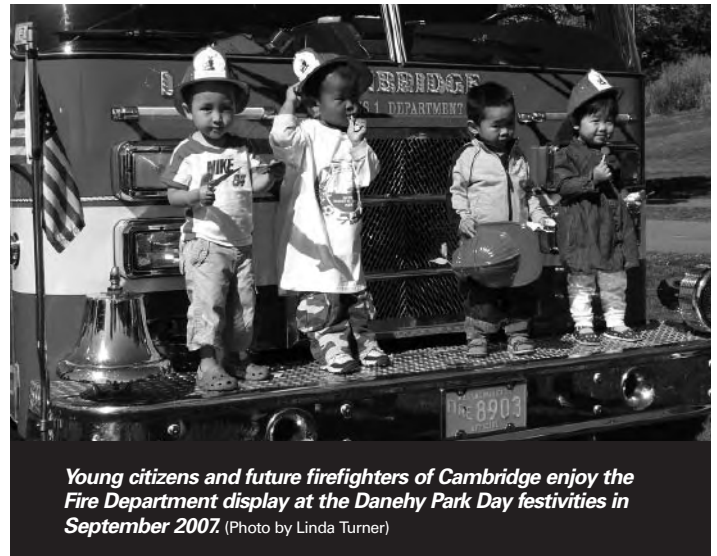
The Fire Prevention Division strives to prevent hostile fires from occurring through public education and public awareness, and provides fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Fire Prevention Laws, Regulations and Building Codes. Major functions include the review of engineered building plans for all life safety systems and the inspection and testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include issuing of applicable permits and licenses, the fire-protection compliance inspections of night-club and assembly occupancies, and state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters. The Fire Prevention Division also enforces Nicole's Law, the state carbon monoxide detector law.



*Firefighters work in the rear of the building on Broadway to contain the heavy, overlapping fire. (Photo by CFD Photo Unit)*



*Cambridge Fire Department honors deceased members during the annual Firefighters Memorial Sunday in June 2008. (Photo by Brian Higgins)*



*Young citizens and future firefighters of Cambridge enjoy the Fire Department display at the Daney Park Day festivities in September 2007. (Photo by Linda Turner)*

## Training Division

The Cambridge Fire Department's training schedule is possibly the most intense in the state. Department members respond to any and all types of hazardous calls therefore necessitating a wide range of skills. Training includes CPR and Defibrillator use; Collapse and High-Angle rescue; Paramedic review; Radiological metering and dosimeter utilization; Firefighter Fitness and Wellness training; Hazmat Task Force training; review of Carbon Monoxide Law; Dive training and water rescue; Mass Casualty Incident response; Preventing Sexual Harassment; use of Department computers; Incident Command System, National Incident Management System. Training with adjacent municipalities in such special operations as Trench Rescue and Confined Space Rescue is ongoing.

## LEPC (Local Emergency Planning Committee)

The LEPC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge. Duties include: coordinating inter-agency planning and response to hazardous material/terrorism incidents; reviewing the operation of laboratory/research facilities for permitting; investigating all hazardous material releases in the city; working closely with Cambridge Public Health officials on emergency planning and response coordination; and working closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations.

## Technical Services

The Technical Services Division (TSD) maintains the equipment and apparatus used daily by the Cambridge Fire Department. The TSD also procures and repairs the communication equipment for all the City departments and maintains and calibrates sampling devices and meters used to detect substances from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction. The Motor Squad maintains department vehicles.

## Fire Investigation Unit

The Fire Investigation Unit investigates the cause and origin of all major fires in the city. The unit 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.

# Historical Commission

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

Established in 1963, the Cambridge Historical Commission (CHC) administers an extensive historic preservation program that protects more than 3,000 buildings in 2 historic districts, 4 neighborhood conservation districts, 28 landmarks and 40 properties with preservation restrictions. In FY08, over 400 applications for work at designated properties were reviewed. The Commission also reviews applications to demolish buildings over 50 years old and can protect those found significant for a limited time; 43 applications were reviewed in FY08. The CHC oversees the restoration of historic public areas, such as Fort Washington and the Old Burying Ground, maintains City monuments and statues, and installs historic markers.

Many of the Commission's activities support its mission to preserve the diversity of Cambridge's built environment and educate the public about the city's history. The staff meets with property owners, developers and local groups to explore preservation options and share technical advice on building issues and historic exterior paint colors. Community Preservation Act (CPA) funds have had an important impact on the CHC's preservation grant program, increasing the number and amount of grants. In FY08, 10 grants of \$30,000-\$100,000 were awarded to low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge residences; 6 grants of \$50,000 or more helped to restore significant structures owned by non-profit organizations. In May 2008, the Commission honored 12 projects at its annual Historic Preservation Recognition Program.

In FY08, staff presented 38 programs to almost 1,300 children and adults. Staff also responded to more than 40 telephone, mail and e-mail inquiries per week. Over 300 researchers visited the Commission's archive this past year. The Commission's publication program includes architectural and social histories, oral histories, and technical preservation books and leaflets. The department's popular Web site, which includes administrative, preservation and historic information, was viewed by almost 400,000 visitors in FY08.



*Harvard University complied with the CHC's request to move three Law School buildings on Mass. Ave. to a new site rather than demolish them. Pictured: One of the buildings, Harvard's Ukrainian Center (built in 1876 for Dr. Alden Keene), passes Everett Street on its journey north along Mass. Ave. toward Mellen St. Photo: Harvard Law School*

## Highlights and Accomplishments

- Conducted design review of large projects in neighborhoods throughout Cambridge, including: Cambridge Public Library; 79 Raymond St; 121 and 164 Brattle St; 378 Broadway; and 452-458 and 1131 Massachusetts Ave. Consulted on historic paint colors for relocated Harvard buildings at 1581-1593 and 1587 Massachusetts Ave., as well as with private homeowners.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of 10 affordable housing projects (approx. \$250,000); planned restoration of City-owned historic structures and landscapes, including turf upgrade and irrigation installation at Fort Washington (\$40,000), renovations to brick firehouses at 176 River St. (\$50,000) and 1384 Cambridge St., Inman Square (\$115,000), and evaluation of archival storage facilities at DPW headquarters, City Clerk's Office and Cambridge Public Library (\$275,000). Provided grants for restoration of significant buildings owned by non-profit organizations, including roof repairs at St. Paul's Parish, 29 Mount Auburn St. (\$100,000) and Cambridge-Ellis School, 80 Trowbridge St. (\$40,000); restoration of the theatre at Cambridge Multicultural Arts Center, 41 Second St. (\$57,700); and installation of accessible entrance at St. Peter's Episcopal Church, 838 Mass. Ave. (\$50,000).
- Initiated new landmark studies of Shady Hill Square, a significant residential development from 1915 that exhibits the planning concepts of the Garden City movement, and of the former Immaculate Conception Lithuanian Church at 424-430 Windsor St. The 1910 church was built with materials and in an architectural style that reflect the Lithuanian culture of the parishioners, many of whom were recent immigrants.
- Completed guides for preservation, replacement or installation of windows, fences, HVAC units and vinyl siding.
- Received approval from the City Council for consolidation of two neighborhood conservation districts into one, now called the Half Crown-Marsh NCD, and implemented transition of administrative procedures.
- Began preparation of the manuscript for an oral history publication on Cambridge during World War II, based on 100 interviews with veterans and civilians on the home front. The oral historian trained a volunteer to assist with interviews; assisted 6 veterans whose stories were recorded during the Massachusetts Memories Road Show; and advised on oral history projects in the Longfellow School neighborhood and at Neville Place.
- Conducted seminars for members of the Cambridge Historical Commission and Neighborhood Conservation District Commissions.
- Processed donations and created finding aids for various collections, including materials of the Neighborhood Ten Association and electioneering materials of the 1985 City Council and School Committee candidates. Finding aids for 18 collections are now posted on the department's Web site.
- Coordinated *Cambridge Discovery Days* in August 2007. Volunteer guides led nearly 400 participants on free walks throughout the city. The event was offered by the Historic Cambridge Collaborative, an informal group of non-profit institutions (including the CHC) organized to develop programs that promote an appreciation of Cambridge history.

# 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 citizens and visitors to the city. In operational terms, this means the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and Civil Rights Act violations. The Commission educates the public, including school-age children, 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

- Continued implementing mediation as a component of the Commission's enforcement mission.
- Revised and updated the Commission's Rules of Procedure to make it user friendly. The final revision is under review by the Law Department.
- Worked with the Commission for Disabled Persons and the City Council's Ordinance Committee to advocate for inclusion by amendment of ADA, Title III requirements of accessibility into the Human Rights Ordinance.
- Continued an aggressive Outreach Program that includes a user friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau information and a Civil Rights Curriculum. This allows individuals with a potential complaint of discrimination to file a preliminary complaint online with the Commission.



*Zeyla Anderson of Graham & Parks School won 1st Place Poster in the annual Fair Housing Month Awards contest.*



*Sydney Fisher of Cambridgeport School won 1st Place Essay in the annual Fair Housing Month Awards contest.*

- Continued to train Commissioners and staff in skills related to the work of the Commission. Commissioners are now actively involved in case mediation.
- Maintained a Mediation Internship Program with local law schools to train law students in mediation of Civil Rights cases.
- Produced a newsletter, which is widely distributed to community organizations, City employees and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law.
- 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. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Cambridge Council of Realtors and several local businesses donated money, certificates of savings bonds and gift certificates toward the awards and prizes for the winners.
- Collaborated with the Boston Fair Housing Center in their various projects aimed at strengthening Fair Housing laws and investigative practices.

# 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, and 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 continued 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.



*CRLS students from the Office of Workforce Development's youth employment program learn about career opportunities at the New England Aquarium.*

## Highlights and Accomplishments

- Celebrated the 20th anniversary of the Multi-Service Center, having assisted hundreds of families and individuals to avoid homelessness or to find appropriate housing.
- Worked with City and community agencies to develop the digital divide pilot to connect families at Newtowne Court with computers to enable them to access the Internet through the City's Wifi and to enable them to use the computers for educational, employment and other purposes.
- Through the Community Engagement Team of Cambridge Connections, nine outreach workers from five underserved communities worked within their communities to bring families to literacy related events, distributed event related information to approximately 1,200 families, assisted families in filling out Globe Santa requests and helped families connect to beneficial services.
- 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 16th annual North Cambridge Crime Task Force's Day and Night Out Against Crime, and Danehy Park Family Day, among others.
- Across all 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, expanded communication to families about inclusion efforts and strengthened linkages with schools.
- With assistance from the A. L. Mailman Foundation, the Agenda for Children Literacy Initiative was able to create a manual for its Let's Talk program to make the program more accessible to Cambridge community programs and to help spread this unique program to other communities.
- Cambridge was selected for the third year in a row as one of the nation's 100 Best Communities for Children and Youth by America's Promise based on the City's demonstrated commitment to and success in serving young people.
- Cambridge received the 2007 National Exemplary Award for Innovative Substance Abuse Programs for a collaboration between the Cambridge Prevention Coalition, the License Commission and the Licensee Advisory Board in creating the 21 Proof training program for servers and sellers of alcohol, a program designed to reduce underage drinking.

## DIVISION OVERVIEWS 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.

The Office streamlines access to information about employment and training resources; coordinates service delivery through collaborative planning and program development; and creates opportunities for youth and adult residents to develop career pathways.



# Human Services

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- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training and 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.
- Through the Mayor's Summer Youth Employment Program, served a record 840 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Coordinated the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Start's Teen Work program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce.

## 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 endeavors 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 \$2.5 million dollars annually to support homelessness services.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- In an effort to improve access to services, the Division promotes [www.CambridgeSomervilleResourceGuide.org](http://www.CambridgeSomervilleResourceGuide.org), the online Human Services Information and Referral Database and its companion printed directory, the Desk Guide.
- 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



Students from the Peabody AfterSchool Program at the State House with Governor Deval Patrick.

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, CASCAP Representative Payee/Budget Counseling Services, and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 475 individuals in temporary or permanent housing.
- Helped 325 individuals and 475 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.
- Developed and conducted a social marketing campaign to encourage parents of middle school students to talk with their children about drinking.
- Continued a successful server-training program for alcohol servers and sellers.

## Commission for Persons with Disabilities

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

# Summer in the City

Presented in City parks and public spaces in July and August by the Cambridge Arts Council (CAC), the Summer in the City series features a lively mix of dance, song, storytelling, theater and puppetry. The performance series offers a rich learning experience for children, and is guaranteed to entertain people of all ages.



Photos by Kate Peck

# Cambridge River Festival



Photos by Gerald Knight



The 29th Annual Cambridge River Festival, produced by the Cambridge Arts Council, created a splash along the banks of the Charles River on Saturday, June 14, 2008 with a celebration of the arts. In addition to national and local jazz, folk, and world music performers on multiple stages, temporary public art, and an arts & crafts fair, the River Festival featured artist workshops, dance instruction, and family art-making activities to give festival-goers a chance to engage directly in the art-making experience, and to connect with local artists and arts organizations. The goal of this one-day festival is to inspire audiences to get more deeply involved in the many arts programs and services that Cambridge has to offer throughout the year!



Night time dance photos by Charles Daniels



## Dance Party & Danehy Park Family Day



Each year, the City Manager's Office presents these two very popular and free community events enjoyed by residents of all ages. The *City Dance Party*, held in July, celebrates the beginning of summer as we close Mass. Ave in front of City Hall for a few hours

of dancing. *Danehy Park Family Day*, usually held in September, features arts and crafts, interactive kids' stage, amusement rides, free hot dogs and sodas, music, roving performers and more!

# Human Services

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- Provided technical assistance and over 95 training sessions to City departments and local private sector businesses and organizations.
- Responded to over 2,000 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 a plan for the Inclusion of Individuals with Disabilities in Out of School Time Programs. The Kids' Council's Youth Involvement Initiative advocated at the state level for a bill to give 17 year olds the right to vote and youth presented on that initiative at the 2008 National League of Cities Conference.

- Through the Agenda for Children Literacy Initiative, over 1,100 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 has built a coordinated system of professional development and program quality improvement across all after-school programs in the city.
- Through the Youth Participation and Planning Initiative, youth delegations were sent to two National League of Cities Conferences and 16 Youth Leaders participated on the Youth Involvement Subcommittee.



*Tobin Community School music class learning the song "Do your Ears Hang Low?"*



*Children from Cambridgeport Community School on a vacation week field trip to the EcoTarium, a Museum of Science and Nature in Worcester.*

## 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 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 fully in the department's effort to enhance programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,300 classes were offered for children and adults along with numerous family and senior trips.
- Offered 90 Arts in the Park events and three performances in conjunction with the Cambridge 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 16th 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 activities at neighborhood parks and playgrounds and the Gold Star Pool, the newly renovated War Memorial Pool as well as adult softball and basketball leagues.

# Human Services

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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 21st Annual CityRun and CityWalk road race, which attracted over 900 participants and raised \$18,000 in corporate and individual donations. CityRun was named one of the top 100 road races in New England by New England Runner Magazine.
- Sponsored 100 youth and 40 adult recreation and swimming classes.
- Staffed City Sports Commission working to enhance coordination and access to sports for all youth.

## 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 40 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 to 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 Division also operates a Senior Shuttle that transports individuals to the Citywide Senior



Seniors from the North Cambridge Senior Center enjoy a ride in a pedicab.



Two youth from the Area IV Neighborhood Service Project prepare posters of their country of origin for Global Youth Service Day, a project designed to increase cultural awareness of Cambridge youth.

Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

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

- Provided over 4,000 information and referral services to seniors, 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 8,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 28,000 individual meals were served last year.

## Child Care and Family Support Services

The Child Care and Family Support Services Division offers residents six licensed and accredited Pre-School Programs, seven licensed Afterschool Programs and the Center for Families. Pre-School programs, strategically located in six elementary



*Curious Creatures from the Museum of Science visiting children at the Peabody Pre-School.*

schools, serve 120 children ages 2 years 9 months to 5. Parents receive detailed progress reports supported by portfolios of their child's work twice a year. Each report covers personal and social development, language and literacy skills, mathematical and scientific thinking, social studies, art and physical development. All programs have either received accreditation or are in the accreditation process with the National Association for the Education of Young Children.

Afterschool Programs serve 160 children ages 4½ to 12 in 7 classrooms located in 4 elementary schools. The programs all participate in the Agenda for Children Quality Improvement Initiative, a coordinated system of professional development and program quality improvement. All staff have been trained on inclusionary practices and receive on site coaching support. The workshops and coaching enable staff to modify programs to better meet the needs of all children.

The **Center for Families** provides families with children birth to age 6 with strengths-based parent education and support; activities that promote both parent-child bonding and learning; information and referrals to beneficial services and networking opportunities for families.

- Provided quality pre-school and afterschool care to approximately 300 children daily, with over 40% of children receiving full or partial scholarships through the City or State.
- Provided over 500 families with children birth to age 6 with a wide variety of programming including 17 different weekly playgroups, fathers and mothers groups, 10 community-building events such as family dances, picnics etc.
- Co-sponsored with other partners, city-wide events such as Family Literacy Fun Day at City Hall and the Caring for Babies Forum.

## Community Learning Center

The Community Learning Center (CLC) provides Adult Basic Education classes in: English for Speakers of Other Languages; Citizenship Preparation; Reading, Writing and Math Literacy; GED preparation; the Adult Diploma Program and the Pre-College Bridge Program.

The core program includes seven levels of English for Speakers of Other Languages classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and U.S. history and credit for previous coursework, employment, home management, languages and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations and practice their English, reading, writing and math skills on a computer. The CLC is a partner in the Community Engagement Team, which provides outreach and education of English Language Learners and minority communities so that parents, caregivers and young children are engaged in learning opportunities that support school readiness.

CLC students come from 70 different countries, with over 40 different native languages represented. Approximately 40 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 provide the following additional services: outreach and classes for special populations including the homeless and public housing residents; teacher training on working with learning disabled students; the development of health literacy, employability skills, and civic education curricula; onsite workplace education classes for employees of Cambridge businesses leadership training in the areas of health, children's literacy, school success and community outreach.

- Provided adult basic education classes to more than 1,000 adults.

## Youth Programs

The Cambridge Youth Program strives to enrich the lives of young people (ages 9 to 19) by promoting leadership skills, providing them with a safe, stimulating environment and providing academic support and enrichment and recreational activities. Programs are



*Students from the Community Learning Center visited the State House on Adult Literacy Day in March, to tell legislators about the importance of funding adult basic education programs.*

# Human Services

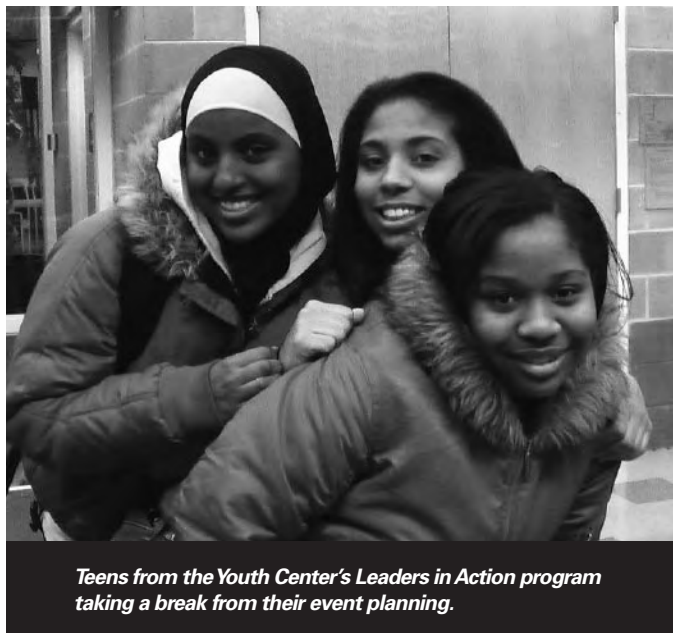
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offered through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available to provide direct service and mentorship to youth. The centers run pre-teen programs in the afternoons and teen programs in the evenings.

The pre-teen programs run licensed afterschool programs with enriching activities every school day afternoon and run vacation week and summer camps with arts, sports and cultural themes. Staff participated fully in the department's efforts to serve children with disabilities in inclusive environments. The Youth Programs also operate the Middle School Partnership Program at the Gately Youth Center in conjunction with the Peabody School and Fitzgerald Community School providing a specialized afterschool program for 6-8 graders. The Teen Programs worked with the Youth Development and Research Fund to engage youth in outreach and recruitment of teens into programs.

- Expanded evening programming in the summer in collaboration with the Mayor's Summer Youth Employment Program, to introduce new teens to the opportunities available at the youth centers
- Operated several work-based learning programs for teens during the school year, including Leaders in Action, a leadership development program; Neighborhood Service Project, a community service learning program for younger teens; and City Peace, a violence prevention and service program.

- Collaborated with MIT to launch a new Environmental Radio Program funded by the National Science Foundation to engage teens to learn about environmental science.



*Teens from the Youth Center's Leaders in Action program taking a break from their event planning.*

# 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 Resources, 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 agendas and information, 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. IT strives to innovate with new technology such as VoIP, Wifi and WiMax.

## Highlights and Accomplishments

- Upgraded operating systems to Windows XP and Office 2007, replacing all CRT monitors with flat panel energy efficient monitors.

- Created online forms for permit applications.
- Provided recycled PC's for Newtowne Court Digital Divide project and improved reliability of WiFi network.
- Enhanced the Peoplesoft Human Resource & Benefits system to handle leave accrual updates and assist the School Department in meeting EPMIS requirements.
- Implemented online fee payment for Traffic and Parking permits, including online credit card capability, and improvements to the permit accounting system.
- Expanded functionality of GIS technology by: creating a new National Register of Historic Places GIS layer and atlas for the Cambridge Historical Commission; developing a Web-enabled interactive GIS tool (Cambridge CityViewer); and completing a full review for the U.S. Census 2010 Local Update of Census Addresses (LUCA).
- Implemented streaming video for School Department to broadcast their recorded meetings on the Web and set up Web content filters for the Youth Centers.

# 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 FY08.
- Continued collaboration with the License Commission, Traffic and Community Development departments to improve coordination prior to issuance of significant building permits.
- Started inspecting dumpsters in food establishments for compliance with the State Sanitary Code, and working with the City's Public Health Department on creating a Trans fat ordinance.
- Continued effort to ensure control of rodent problems in the City, working closely with the DPW and the Health Department.
- Worked closely with neighborhood groups to resolve problems.
- Initiated process for developing functionality to apply for permits online in collaboration with the IT Department.

# 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 decisions of the Board of Zoning Appeals, the Planning Board, and the Conservation Commission, and have also successfully defended challenges to various provisions of the City's Ordinances. Other substantial litigation this year included significant public works, public construction and environmental cases. In addition, attorneys have continued work on a major initiative with the Finance Department to collect unpaid real estate taxes and have successfully minimized judgments and settlements in negligence cases and contracts actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to boards and commissions on laws pertaining to the duties they perform, holding public meetings and hearings, ethics and conflict of interest.
- 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, including federal and state permitting requirements;
  - Acquisition and disposition of real estate and layout of public ways;
  - 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;
  - 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;
  - Assisting the Election Commission on a range of issues in municipal elections.



# Library

Susan Flannery, Director • 359 Broadway, Cambridge • 617.349.4040

**“My every visit to the Cambridge Public Library reassures me that part of the world is still sane, wonderful, civil, efficient, beautiful, intelligent, knowledgeable and helpful.”**

Elena Castedo

## CPL by the Numbers in FY08

- Library circulation increased over 4% to 1,064,743
- 28,827 new books, compact discs, DVD's and other materials were added to the collection
- 189,163 questions were answered
- 6,712 new cardholders were registered for a total of 52,161 active cardholders, a 2% increase
- 552,091 page views and 229,860 user sessions on the library Web site
- Processed 164,598 incoming and 75,484 outgoing reserve items, a 9% increase
- Public computer use increased 7% to 113,971 sessions
- Provided access for 173,204 searches on online databases at the library and from home, a 63% increase
- Participants in the two summer reading programs checked out 55,898 items
- “Welcome Baby” packages promoting reading to children were delivered to 928 new parents
- Delivered 20,085 books to seniors who are homebound, live in senior housing, nursing homes or assisted living facilities (a 15% increase)
- 57,201 individuals attended 2,777 library programs
- Over 400 people attended Cambridge Science Festival events sponsored by the library

## Highlights and Accomplishments

### Special Events

- The Main Children's Room hosted “A Night at Hogwarts: A Library Lock-In” to celebrate the final Harry Potter book release. The event included “butter beer,” the sorting hat, indoor “quiddich,” divination, exploding potions, wand making, and a trip to the “owlery” where mail from home arrived via owl post. As midnight approached, kids embarked on a scavenger hunt leading to an old trunk. When the trunk was opened, each child received a surprise copy of the final book complete with a personalized bookplate. All settled in to find out what happened to Harry and his friends. Only a hearty few read through the night. At seven the next morning, parents arrived to pick up their tired wizards.
- *Three Cups of Tea: One Man's Mission to Promote Peace...One School at a Time* by Greg Mortenson and David Oliver Relin was this year's selection for “Cambridge Reads.” This citywide reading program was so successful, that a second presentation was added. Over 1,500 people attended. Former U.S. ambassador to Pakistan, Thomas W. Simons, Jr. and his wife Margaret, hosted over 100 Cambridge residents for tea at the Central Square Branch to discuss “Making Pakistan Safe for Greg Mortenson.”
- The Library, in collaboration with *The Horn Book Magazine* and



Staff members really got into the spirit of “Cambridge Reads” with their clever Halloween costumes.

Cambridge Forum co-hosted a memorable visit by Newbery Medal winner, Susan Cooper, author of *The Dark Is Rising* series. Along with Gregory Maguire (author of *Wicked*) and Roger Sutton (editor-in-chief of *The Horn Book Magazine*), Cooper participated in “The Writing of Fantasy,” a roundtable discussion at MIT's Stata Center. The following evening, she presented the Cambridge Forum lecture, “Unriddling the World: Fantasy and Children” to a capacity crowd at First Church of Cambridge. Ms. Cooper also visited fifth and sixth graders at the Haggerty School.

- Artist, author, poet and recent winner of the Coretta Scott King Award, Ashley Bryan gave a joyful and passionate recital of poems by African American poets. His visit, which was sponsored by the Library and the Cambridge Public School Media Services, included a presentation at the Fletcher/Maynard Academy.
- Houghton Mifflin Company and the Cambridge Public Library hosted historian, critic, curator and author Leonard Marcus. He presented a program on his newest title, *Minders of Make-Believe: Idealists, Entrepreneurs, and the Shaping of American Children's Literature*.
- In March, library trustees, staff, members of the City administration and the Main Library project team celebrated the installation of the last iron beam on the new Mail Library building. This long awaited milestone was just one of the many advances in the construction of our new building.

### Literacy Initiatives

- The Literacy Project received funding through the *America Reads* program to provide after-school homework help at the O'Neill and Valente branch libraries. Tutors offered drop-in help for middle school students. The grant also funded college students to assist with computer classes, English classes and one-on-one tutoring at Central Square Branch.

- English conversation groups flourished at the Valente, O'Neill and Central Square branches, as well as the Main Library. Participants made social contacts, learned about American culture, improved their English skills (reading, writing, listening and speaking) and, most importantly, they learned about the library's resources and frequently took out books, DVDs, audio books. The success of these groups prompted the library to offer a citizenship class which was well attended and demonstrably successful as several participants passed the exam.
- Outreach to preschools serving low income and immigrant families continues. Children's librarians regularly visit 15 classes throughout the city to conduct story times. They also leave small book collections for the teachers to read between visits. Locations include Cambridge Head Start programs, the Salvation Army Day Care, Al Bustan, and Children's of Cambridge. In its second year, this program has succeeded in captivating the children with outstanding books, expanding their awareness of art and text, and coaching their teachers on ways to share books with children.
- During the summer of 2007, 23 camps visited the libraries. Librarians also visited camp programs and presented stories and songs. Through a Metrowest Regional Library System Storytelling Grant, storyteller Lani Peterson offered a weeklong storytelling training at Frisoli Youth Center.
- WGBH and the Library co-sponsored *Between the Lions* at the Main Library, and at the Central Square and O'Neill branches. This six-week program, designed to promote conversations about picture books, included related activities for children ages 4 to 6. The books included main characters from various cultures (*Abiyoyo*, *New Shoes for Silvia*, etc.). At the end of each session, the children were given the featured book to keep.

## Honors

The Library was honored by the Massachusetts Library Association with the association's first Innovation Award. The award recognizes exceptional, cutting-edge programs, services or projects that show innovation, leadership and make a significant impact on the community. The CPL was lauded for its newly created YouTube commercials which were produced in collaboration with the Cambridge Rindge and Latin Media Center. The campaign, designed to promote library use among young adults, reminded viewers



Neighborhood children share a good read at the O'Connell Branch.



The Main Library project team, along with Library trustees, staff and members of the City administration celebrated the installation of the last iron beam on the new Main Library building.

that, "Life is expensive. Information shouldn't be. Check it out at the Cambridge Public Library!"

Maria Balestrieri, Literacy Specialist for the Library was honored by the City with an Outstanding Employee Award. Maria was lauded for her expansion of the literacy program, both physically (to five locations) and programmatically. She added new dimensions such as English conversations groups, family literacy, math literacy as well as homework help to the pot and stirred it all up with as much enthusiasm, devotion and ability as seemingly possible in one person.

Children's Librarian Julie Roach was elected to be a judge for the 2010 Randolph Caldecott Medal selection committee. The Caldecott Medal is awarded annually by the Association for Library Service to Children, a division of the American Library Association, to the artist of the most distinguished American picture book for children.

## Boudreau Branch

- Circulation and program attendance increased 6% and 20% respectively.

## Collins Branch

- Circulation increased 10% and program attendance grew by 15%.
- New landscaping and flowers greatly improved the streetscape and enhanced the charm of the branch.

## Central Square Branch

- Circulation increased 5% and program attendance exceeded 17,900.
- Students from every public school and several private schools in Cambridge submitted 685 entries in the 10th annual Tree Project poetry Awards. Participation was 20% higher than FY07.
- The branch is a partner in *Mixing in Math*, a grant project of TERC, funded by the National Science Foundation. The project is designed to create activities using informal math concepts for after-school programs.

## O'Connell Branch

- Circulation increased 4% and 5,629 residents attended over 220 programs.

## O'Neill Branch

- Circulation increased 6% and 5,854 residents attended 418 programs.
- Three poetry readings were presented in conjunction with Sy-la-ble, a group of local poets.

## Valente Branch

- Library staff initiated a weekly read-aloud program for the MAPS Senior Group.
- The branch offered a series of discussions about books authored by Portuguese descendants. The series was sponsored by the Massachusetts Foundation for the Humanities' "Bringing Ideas to Life" program, and co-sponsored by UMass Dartmouth and Luso-American.
- Staff offered 395 programs to the community, a 72% increase. Over 4,200 residents participated in library programs.
- Neighborhood resident Matthew Rajcok, demonstrated his design for the American Society of Civil Engineers bridge design contest during the Cambridge Science Festival.

**"I wasn't a library user for many years, but now that you have the online search, ordering, reminders, etc., I am totally hooked!"**



*Participants of the Valente Branch English conversation group find their home countries on the map.*

# 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, package stores, hotels, entertainment, taxicabs and drivers, parking lots, garages, peddlers, lodging houses and other individuals and establishments in the city as well as the Pole and Conduit applications and Noise ordinance enforcement.

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 \$1.86 million in revenue, funding the complete cost of operations for the Commission's office and field investigators.

## Highlights and Accomplishments

- After a year-long planning process, the License Commission created the "Cambridge Clean Air Cab" program. Nine taxicabs converted their vehicles from sedans to new 2009 hybrids, sponsored in part by Whole Foods with a donation of \$30,000 and supplemented by City grants of \$10,000 to each owner who converted to a hybrid vehicle. The plan is to have at least 20 such hybrid taxis by next fiscal year.
- The fifth Annual Taste of Cambridge took place in June, with over 55 restaurants participating and a new VIP area with sample tastings and drinks of the day. More than \$50,000 was raised before expenses for the Harvard Square Homeless Shelter and Community Servings.

- After 26 years of service to the City, Paul Schlaver retired from his position as Executive Director of the Consumers' Council. He was recognized for his outstanding commitment to consumer issues in the local community and across the country, serving as Chair of the Mass Consumers' Coalition, Vice President for Public Policy of the National Association of Consumer Agency Administrators and Board Member of the Consumer Federation of America, in addition to many local boards and committees which bettered the lives of Cambridge and Massachusetts consumers.



*Lee Kane, Eco Czar, Whole Foods Market, Richard Scali, License Commission Chair; George Fiorenza, Ambassador/Brattle Taxicab.*

# Mayor's Office

E. Denise Simmons, Mayor • City Hall • 617.349.4321

E. Denise Simmons was elected Mayor of Cambridge on January 14, 2008 following the 2007 City Council election. She is the first female African American mayor for the City of Cambridge.

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

**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. The Mayor's staff responds to a broad range of constituent requests, including housing, school related matters and community affairs.

**GOVERNMENTAL RELATIONS:** The Mayor participates locally in ongoing initiatives, program planning and development, and special events. The Mayor's office hosts a number of visiting delegates, as well as local colleagues and officials interested in



*CRLS Senior Kevin McDonough serves lunch at Senior Picnic.*

growing their partnership with the Mayoral office and the City of Cambridge. Mayor Simmons participates in the U. S. Conference of Mayors, the National Conference of Black Mayors, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO) and the National School Board Association. At the state level, Mayor Simmons is a member of the Massachusetts Mayor's Association and the Massachusetts Municipal Association. Locally, Mayor Simmons is on the board of the YWCA and the Kids' Council.

**COMMUNITY LEADERSHIP:** By chairing and actively participating in the City Council, the Mayor provides the citizens of Cambridge a significant and critical form of leadership. Mayor Simmons uses the "town meeting" style of constituent engagement to provide a forum for community voices. She has also appointed several civic advocates to provide a liaison role to different constituencies. The Office of the Mayor, as informed by events or public sentiment, may find it necessary to appoint commissions or task forces that 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 several cities around the world.

**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 celebration coordinated in conjunction with the Employees' Diversity Committee, a Women's History Month celebration, St. Patrick's Day luncheon, Italian Heritage Month, a Holocaust remembrance, Dance Month Celebration, a Gay Pride brunch, Fair Housing Month, student art exhibits and many other events. In June 2008, the Mayor's Office hosted a celebration for Haitian Flag Day for the first time. A particularly special event was the Mayor's reception for the daughter and descendents of Allen T. McPherson, a Cambridge hero who was honored by the Police Department for losing his life in 1930 while assisting a police officer. McPherson's daughter, now living in Canada, had not been back to Cambridge for almost 80 years.



*Daughter Jada Simmons, a Justice of the Peace, swears in her mother as Mayor.*



*Mayor Simmons and guests at the annual Senior Picnic at MIT in April.*

# Peace Commission

Brian Corr, Director • 51 Inman St., Cambridge • 617.349.4694

**Editor's Note:** Long-time Peace Commission Director Cathy Hoffman retired this year after 21 years of service to the City.

The Cambridge Peace Commission promotes peace and social justice within Cambridge – at the personal, neighborhood, and city-wide levels – and in the wider world. The commission was established by the Cambridge City Council in 1982 to address the concerns of war and peace in the age of nuclear weapons. It challenges local forms of discrimination that foster violence and promotes ideas and programs that affirm diversity and build community within our city. It links peace groups, social justice efforts, anti-violence coalitions, communities, and the municipal government. The Commission celebrates local people and efforts with programs and events, and raises awareness through forums, educational sessions, and presentations. It supports Cambridge's sister city relationships, including those with San José Las Flores, El Salvador and Yerevan, Armenia.

## Highlights and Accomplishments

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

- Reaching every Cambridge principal about Peace Day and encouraging schools to create peace projects, laying foundation for school network on peace education.
- With Peaceable Schools Group organizing a summer Institute “Transforming Schools and Communities” for educators and community workers with tools, information and relationships.
- Networking with all schools on opportunities for global exchanges (El Salvador, Bethlehem, Iraq), Pennies for Cambodia School project; speaking at Haggerty School Peace Day.
- Working with CRLS guidance and career resource personnel on opt-out information for military recruitment.
- Coordinating Peace and Justice Corps (PJC) staff and student leaders, a project of diverse CRLS students equipped with skills, relationships, awareness and action for self-esteem, social justice and peace through meetings, reunions, and retreats.
- Workshops with CRLS classes on roots of violence, restorative justice and community building.

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

- Working with youth centers, CityPeace, Citylinks, St. Peter's, and the Mayor's Summer Youth Employment program to promote leadership, and awareness for alternatives in addressing community harm.
- Securing a CHNA grant to foster peace circles, train youth and adult leaders in restorative justice principles, circle process and circle keeping. Creating an intergenerational series of Peace Circles including seniors, faith communities, youth, and all neighborhoods to build community and address violence, conflicts and divisions.
- Working with neighborhood organizations to address the issue of the use of Tasers.



*Martin Luther King, Jr. Day presence. Photo by Tim Plenk.*

### Fostered peace through building bridges by:

- Organizing a presence at Area 4 Pride Day and Oktoberfest.
- Collaborating with Cambridge youth and community members for a citywide Martin Luther King vigil, community gathering and reading for peace-making in a time of war.
- With communities of faith, City and School Dept. members, offered staff support to the annual Holocaust Program.
- Cataloguing 13 years of peace and justice awardees for Web access.
- Organizing a reading with *The Lemon Tree* author Sandy Tolan; hosting Middle East Seeds of Peace delegates; creating an exhibition from Hiroshima with Lesley University; helping design a “psychology of peace” master’s degree; and developing a monthly video series at the library on themes of militarism, social justice, peace and women.
- Response to the indictment of students in Jena, Louisiana with a newspaper column, City resolution and support letter to the families.

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

- Coordinating Cambridge's Salvadoran Sister City, with monthly meetings, teacher's delegation organizing, responding to jailing of community leaders and campaign to stop exploitative gold mining.
- Continuing attention to the war on Iraq through vigils and educational events with Iraqi teacher and US Iraq veterans against the war and proposal for a public sign on the costs of war.
- With other peace organizations, addressing the US threats of war on Iran through a forum with speakers and full-page Boston Metro signature ad.
- Supporting a Cambridge-Bethlehem People to People project between individuals, schools and community groups in both cities, a November delegation and follow-up.

# Peace Commission

Page 2 of Peace Commission

- Coordinating the Disarmament Action Network, responding to initiatives on Cambridge-Cambodia Schools, Ethiopia, Vietnam, Diego Garcia and Czech Republic and acting as a clearinghouse to community members, peace organizations and agencies for peace-making and nonviolence.
- Participating in the International Association for Peace Messenger Cities annual meeting.
- Joined Cities for Peace initiative at national press conference and summit to promote nuclear disarmament initiatives and peace commissions across the country. Submitted Massachusetts Department of Peace proposal.
- In recognition of its 25th Anniversary and the City Council resolution declaring Cambridge as a City of Peace, the Commission produced a series of public events, articles, presentations, promotion of practices and tools for peace building, including a power point slide show documenting the history. City publications reached across Cambridge documenting the history, stories and programs of the Commission. A banner, bumper sticker and posters have continued the visibility Cambridge – City of Peace.



*A Cambridge delegation of teachers, students and parents led by recently retired Peace Commission Director Cathy Hoffman travel to visit our sister city, San José Las Flores, Chalatenango, El Salvador.*

## 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

- Collaborated with the Police Department to deliver Transition Management programs to civilian and uniformed employees.
- Partnered with the Affirmative Action Director, the Fire Department, and the Police Department to recruit a diverse pool of applicants for the 2008 entry level fire and police exams, with particular efforts to maximize local participation in the Civil Service examination.
- Reached multi-year collective bargaining agreements with public safety units, thus ensuring continuity of services.
- Continued to explore funding strategies to implement Other Post Employment Benefits (OPEB) actuarial study recommendations.
- Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in cost savings to the City.
- Upgraded the Human Resources/Benefits System from PeopleSoft 8.3 to PeopleSoft 9.0.
- Completed a city-wide training and development needs assessment.
- Promulgated Rules and Regulations for administration of Health and Life Insurance benefits.

# Police

Robert C. Haas, 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.

## Highlights and Accomplishments

### Office of the Commissioner

The Office of the Commissioner manages the overall operation of the Cambridge Police Department and plans for the future. Investigation of citizen complaints about police conduct and staff investigations remain the primary responsibilities of the Professional Standards Section. However, as the department strives to improve, this unit will also audit procedures to test the quality of service we provide. The Legal Advisor assists the Commissioner with policy and analysis while keeping the department abreast of current court decisions and responding to various legal inquiries. The Legal Advisor also provides training and compliance monitoring on various police practices and procedures.

The **Public Information Office** provides public relations support, distributes the department newsletter and acts as a liaison with outside agencies and various media outlets. The Planning, Budget and Personnel Office's primary responsibilities are maintaining sound hiring practices, budget preparation, setting strategy, and planning and reinforcing our system of accountability. Major goals over the next few years will consist of transitioning into the new Robert W. Healy Public Safety Facility and setting a vision plan to ultimately improve the quality of service to citizens, position the department to obtain long-term goals identified by various stakeholders, and improve the quality of life for the citizenry of Cambridge.

- In calendar year 2007, CPD responded to 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.
- The 6th Annual Employee and Recognition Awards Program was held at M.I.T Kresge auditorium. Officer Sean P. Tierney was named "Officer of the Year" and Detective Robert N. Lowe was named "Detective of the Year."
- Held a promotion ceremony, elevating four employees to a higher rank with the approval of City Manager Robert W. Healy. The following officer was promoted to the rank of Lieutenant: Sergeant Leonard J. DiPietro. The following officers were promoted to the rank of Sergeant: Officer John M. Lopes, Officer Sean C. Peterson, Officer Stephen G. Sennott and Officer John W. Boyle.
- Successfully hired 10 Police Officers that will be graduating from the Lowell Police Academy in November 2008.
- The department created a new Youth and Family Services (YFS) Unit to address issues concerning youth and families. The YFS unit works closely with families and service providers in the community to assist families, foster positive interactions with school-aged



*The winning team from the 2007 Flag Football Game at Russell Field with (from Back row): Officer Steven Magahales, Officer Steve Allen, Officer Carl Pilgrim and Officer Shawn Keough Middle row: Officer Ozzie Ortiz, Officer Frank Greenidge and Michael DeSantis, Information System Specialist, Front row: Holly Bernier, Neighborhood Liaison and Officer David Collins.*

adolescents, and prevent disruptive behavior within the community. Juvenile Detectives work closely with the School Resource Officers and other Patrol Officers when a youth comes into the system, by determining whether a diversion program is appropriate rather than proceeding with the court process. This partnership has enhanced the lines of communication between the overlapping agencies by improving intelligence and making the neighborhoods and community safer for our residents.

## DIVISION HIGHLIGHTS AND OVERVIEWS

### 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 department recently revamped the Neighborhood Sergeants Program to enhance communication at the neighborhood meetings. 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, SROs provide crime prevention programs to students and act as a liaison with the department on safety issues. CPD is committed to the concept

of reducing crime through proactive crime prevention and open communication.

- In September 2007, CPD participated in “Community Safety Day” at CambridgeSide Galleria Mall, providing car seat installation and information on bike registration, personal safety and the Rape Aggression Defense (RAD) program, fingerprinting and crime scene. The CPD’s Special Response Team (SRT) and Bomb Squad Robot were also on-hand to provide demonstrations.
- We are actively engaging youth in the community to participate in various CPD programs, including the Madden Football Tournament and NBA Video Basketball Tournament conducted throughout the youth centers this year. The CambridgeSide Galleria Mall hosted the final playoffs and an end of tournament celebration with family, friends and officers who participated. The department also coordinated the first ever Badges for Baseball/Quick ball at the YMCA.
- During the summer of 2007, CPD participated in a “Flag” football game with youth from the Boys and Girls Club at Russell Field. This event was extremely successful and included T-shirts for participants, an awards ceremony and a cookout.
- In May 2008, the Haitian Citizen Public Safety Academy concluded their 6 week program on public safety and citizen involvement, with the graduation of 8 Haitian community members from the Jefferson Park Housing Development. The Academy, which was coordinated jointly by CPD and the North Cambridge Crime Task Force, included presentations on Emergency Communications, Criminal Investigation, Constitutional Law, Accident Investigation, Domestic Violence, Quality Control/Internal Affairs, Identification Section and Traffic Laws.
- To date, 8 Supervisors and 37 Officers have been bike trained and certified; this total will also increase with each new recruit class since all new recruits will be bike certified as part of their training.



*Officer Christopher Borum, of the Special Response Team (SRT) demonstrated to youth at the Community Safety Day at the CambridgeSide Galleria the protective gear worn by members during activations.*

## 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. 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.

CPD relies heavily on the Technical Services/Crime Analysis Unit to predict and direct police resources. One major focus area is the analysis of data for high accident locations. This information has been used to deploy resources for directed enforcement at high accident locations. The intent is to change motorist behavior and reduce motor vehicle accidents.



*Participants of the Public Safety Academy with Mayor E. Denise Simmons (center), Vice Mayor Brian Murphy, Police Commissioner Robert C. Haas and Officer Jacques Desrosiers.*



- There were 4,155 serious crimes reported in Cambridge in 2007. This number corresponds to an increase of 402 incidents from the previous year. Further analysis indicates that property crime (burglary, larceny and auto theft) remained relatively unchanged in Cambridge in 2007. The Crime Analysis Unit published the 2007 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 CPD Web site, [www.cambridgepolice.org](http://www.cambridgepolice.org).

***Pictured at right: The Mayor's Office and Police Department honored the daughter and descendants of Allen T. McPherson, a Cambridge resident and hero who lost his life in 1930 while assisting a police officer. Sitting: McPherson's great granddaughter Dawn Russell Parks; granddaughter Debbie McPherson; daughter-in-law Shirley McPherson; and daughter Mary Veronica McPherson Bell. Standing: Police Commissioner Robert C. Haas; Deputy Superintendent Dave Degou; McPherson's great grandson Jesse Caldwell; grandson Allan Bell; and Mayor E. Denise Simmons.***



## Police Review & Advisory Board

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

The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers.

The Police Review and Advisory Board consists of five civilian residents of Cambridge. The role of PRAB is as follows:

- To provide for citizen participation in reviewing Police Department policies, practices and procedures;
- To provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department;
- To ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

### Highlights and Accomplishments

- Continued an information sharing and case review process with the Police Department's Quality Control Office.

- Continued reviewing and monitoring investigation of complaints filed at the Police Department Quality Control Office.
- All Board members are trained in Police sensitivity techniques by attending a "Ride Along" program with individual police officers.
- Attended the National Conference for Civilian Oversight and Law Enforcement Boards to learn about investigative techniques and programs used by other Boards.
- Collaborated with the NAACP, Medford/Somerville branch, in holding a public forum on forming Civilian Review Boards in Massachusetts. Over 100 citizens and public officials attended.
- Continued to work closely with Human Rights Commission outreach programs.
- PRAB continues to be a resource for communities that want information to help establish their own PRAB. The Executive Director and the Investigator attended various training seminars, community meetings and lecture forums on behalf of PRAB.

# Public Health

Claude-Alix Jacob, MPH, 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 improve the quality of life of residents and workers by reducing sickness and injury; encouraging healthy behaviors; and fostering safe and healthy environments in homes, schools and workplaces. Service areas include communicable disease prevention and control, epidemiology, school health, environmental health, emergency preparedness, health promotion and regulatory enforcement.

The department is advised by the Cambridge Public Health Subcommittee, the Community Health Advisory Committee and the City Council's Health and Environment Committee.

## Highlights and Accomplishments

### Community Health

- Provided dental screenings to 2,383 children (grades K-4) in 14 elementary schools. About 26% of children were referred for treatment, of whom 3% required urgent care. Staff gave pediatric oral health instruction to 100 parents of young children.
- Coordinated two sessions of *Latinas Living Better*, a bilingual healthy lifestyle program that served 40 young women in FY08.
- The Pathways to Family Success Program organized 36 literacy events and other activities for 15 families.
- In partnership with the Margaret Fuller Neighborhood House and the Cambridge Family YMCA, the department launched *The Men's Health League: A Community Health Partnership for Men*, a program that engages participants in wellness activities and connects them to health care services. The program is supported by a three-year, \$750,000 federal grant.
- Organized events for Domestic Violence Awareness Month; hosted a televised panel discussion on the impact of domestic violence on specific populations; consulted with Cambridge Health Alliance emergency department staff on implementing domestic violence screening; and participated on the City's Neighborhood Safety Task Force.



*A man signs a pledge to speak out against domestic violence. (Photo by Stacey King)*



*A youngster explores "Story Walk," a literacy and health promotion activity organized by the Public Health Department for Fresh Pond Day on May 10. (Photo by Lauren Leikin)*

- The Agenda for Children Literacy Initiative distributed 3,265 books to families; organized 44 events attended by approximately 400 parents and children; participated in 8 community fairs and festivals; educated 890 new mothers about the importance of talking to their babies; and gave professional development workshops to 168 early care and educational professionals.

### Emergency Preparedness

- Staff were instrumental in organizing *Operation Ready*, a Homeland Security-sponsored exercise that simulated a runway collision at Logan Airport.
- The department received federal funding through the Boston University School of Public Health to strengthen communication among health care organizations during disasters. Participating organizations include hospitals, public health departments, and emergency medical services in 62 communities (including Cambridge).
- Continued to prepare Cambridge Health Alliance staff for a range of possible emergencies and disasters and to lead the hospital operations subcommittee of the Cambridge Local Emergency Planning Committee.
- Continued to coordinate recruitment and training for the Region 4b Medical Reserve Corps, which has more than 1,600 volunteer members, including 76 Cambridge residents.

### Environmental Health

- During inspections of the City's tobacco vendors in FY08, the rate of sales to minors was 7.6%. The state target is 10%.
- The Healthy Homes childhood asthma program conducted 242 home visits to families of young children with asthma and provided information about asthma and lead poisoning prevention to residents, housing advocates and others.
- In partnership with the Cambridge Nanomaterials Advisory Committee, staff developed recommendations for a municipal health and safety policy for nanomaterials.
- Conducted 35 environmental health investigations involving mold, lead paint, chemicals and tobacco smoke.



Public health nurse Louise Yvette Charles, RN, administers a flu shot at the Tobin School. (Photo by Suzy Feinberg)

- Met with residents, businesses and City leaders to address environmental health concerns at Everett Street & Mass. Avenue, Idenix Pharmaceuticals and other sites.
- Participated on the Leaf Blower Task Force and testified before the Cambridge City Council on the public health impact of current use and practices.
- Conducted a citywide air quality study using sampling devices that measure nitrogen dioxide to determine the relative impact of large roadways on neighborhood air quality.
- Licensed 64 biotechnology labs; 25 massage establishments and 137 practitioners; 5 body art establishments and 32 practitioners; 2 indoor ice rinks; and 5 tanning establishments.

## Public Health Nursing

- Administered 2,728 flu shots and 110 pneumonia shots at free citywide flu clinics and other venues.
- Followed up on 240 communicable disease cases. Epidemiology staff continued to monitor disease trends and emergency department data for unusual activity.
- Continued to evaluate and treat tuberculosis patients at The Cambridge Hospital's Schipellite Chest Center. In FY08, patients with active or latent TB made 2,413 visits to the center and public health nurses made 474 home visits.
- Served as health care consultants for eight Cambridge day care centers.
- In July 2007, Cambridge became the first local health department in the state to go "live" with the Massachusetts Electronic Disease Surveillance System. Staff assisted state health officials in implementing the software in other communities.
- In partnership with Cambridge Cares About AIDS, the department developed an opiate overdose prevention program in which public health nurses offered weekly trainings to active opiate users on emergency response to overdose, rescue breathing, and administration of naloxone, an opiate antagonist.
- Provided monthly health seminars, exercise classes and blood pressure screenings to Cambridge seniors.

## School Health

- 100% of entering kindergartners met state vaccination requirements in 2007. Of these children, 813 were immunized and 7 had exemptions.
- Cambridge Public School students made 45,139 visits to school nurses during the 2007-2008 school year. Of these visits, only 4.4% resulted in dismissal for illness, 1.3% for injury and 0.2% for emergency care.
- The school-based healthy weight program conducted 44 cafeteria "tastings" that resulted in 8 new menu items; implemented a "0 grams trans fat" policy at the public schools; produced the annual "health and fitness progress report"; and piloted a student-run enterprise that sells local farm apples to after-school programs.
- The department received a five-year, \$830,000 state grant that will provide ongoing support for school health services in the city's public schools and seven independent schools.

## Other Activities

- In partnership with the Cambridge Trans Fat Task Force, the department developed recommendations for eliminating the use of artificial trans fat in Cambridge food service establishments. A citywide ban will take effect in 2009.
- Produced a 45-page report titled *Men's Health: A Report on Gender, Racial, and Ethnic Health Disparities in Cambridge*.
- Co-authored *A Report on the Status of Women and Girls in Cambridge*.
- Staff continued to play a key role in a statewide effort to develop the infrastructure and legal framework for regionalizing public health services in Massachusetts.
- Responded to national recalls involving canned meat, frozen pizzas, fresh ground beef and tomatoes.
- Co-hosted the fifth annual "Real World Public Health" workshop for public health graduate students.
- Collaborated with Cambridge Health Alliance's Department of Medicine to establish the Center for Public Healthcare Training, which will offer medical residents public health field experience.



City Councillor Kenneth E. Reeves, Richard Harding (Cambridge Health Alliance), Albert Pless (CPHD), and John Bernard (CPHD) at the 2008 Hoops 'N' Health sports tournament and health education fair. (Photo by Henry Lewis)

# 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 Council'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; and
- Providing 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions

## Highlights and Accomplishments

- Administered over \$100 million in capital projects and a \$26.9 million operating budget.
- Completed construction of Greene-Rose Heritage Park at the site of the former 238 Broadway municipal building and planned a spring grand opening.
- Developed a 5-year Sidewalk and Street Reconstruction Plan, posted on the City's Web site, comprising a comprehensive and transparent process of planning, design and construction of sidewalk and street improvements throughout the city.
- Completed the reconstruction of sidewalks and roadways on Hollis and Windsor streets, Upland Road and Huron Avenue. Completed the reconstruction of sidewalks, roadways and lighting on JFK, Church, Palmer (including a public work of art), Mount Auburn (including the reconstruction of Mt. Auburn Street Plaza) and Winthrop Streets as part of the Harvard Square improvement project.
- Developed a new Sewer Use Ordinance allowing the DPW to implement new regulations and guidance documents that reflect current practices for both wastewater and stormwater drainage systems; this ordinance was ordained by the City Council earlier this year.
- Completed sanitary sewer and storm drain improvements on Vassar and Albany Streets under the Endicott Area Drainage Improvements Project, comprising the installation of new sanitary sewer and stormwater mains, a large box culvert, the lining of sewer and drain pipes, the removal of 5 common manholes and the completion of accompanying street and sidewalk restoration.
- In collaboration with the Commonwealth's Rebuild Massachusetts Program, developed an Energy Information System (EIS) to track and manage the City's energy consumption and vehicle fuel usage.
- Worked closely with the City Manager's Office and other departments in the development and implementation of ordinance provisions regulating the use of leaf blowers. These regulations, effective March 1, 2008, require that all handheld or backpack blowers meet EPA standards and not exceed 65 decibels as rated by the manufacturer, and must comply with date and time restrictions for use.
- Continued to improve snow and ice sidewalk clearance efforts. Enhanced enforcement efforts in close collaboration with the Traffic Department. Worked with members of the Disabilities Commission and Pedestrian Committee to improve educational materials. Recruited members for a Task Force to assist the City in developing a comprehensive educational program.
- Established and provided support for a Rodent Task Force comprised of members from DPW, Inspectional Services, the Public Health Department, the Cambridge Housing Authority and the community. The Task Force's charge is to review the City's rodent practices, make recommendations for improvement and assist in outreach to the community on best practices.



*DPW administered over \$100 million in capital projects during the past year, including the ongoing Harvard Square Improvement Project, which included the Super-Crosswalk (pictured above).*

- Expanded public plantings and partnerships around the maintenance of public spaces. Partnered with the Harvard Square Business Association in the hanging planter program, along with the Huron Village Association and with residents of Upland Road. Installed new plantings at Tubman Square and redesigned Donahue Square (at Harvard Underpass) and the islands at Windsor and Lincoln.



*Renovating Palmer Street (pictured above) was part of the Harvard Square improvement project.*

- Implemented the placement and maintenance of hanging flower baskets in Central and Harvard squares.
- Developed a “Back of Sidewalk” tree planting program along with an aggressive planting plan to address resident requests.
- Expanded the distribution of large recycling totes to include 7-12 unit multi-family dwellings where previously only 13+ unit buildings were eligible under the Refuse and Litter Ordinance.
- Expanded the scrap metal recycling program at the Drop-Off Center and at the curb to realize over \$15,000 in new recycling revenues.
- Installed new public area recycling containers at Kendall, Central and Inman Squares, Lechmere, Mt. Auburn Hospital, Cambridge Rindge and Latin School and Russell Field.
- Launched an organics recycling pilot program for food waste from Cambridge residents at the Recycling Drop-off Center.
- Participated in three days of Hybrid vehicle maintenance training for hybrid vehicles for DPW mechanics, as well as for employees at the Police, School and Water departments.
- Made improvements to the street sweeping program through the introduction of an in-tandem system of vacuum sweepers following mechanical sweepers in April and October; vacuum sweeping minimizes leaf debris and residue from winter sanding and salting operations from entering the sewer system.

## 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 for 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.

- Received and responded to over 950 service requests from the public via the DPW Web page.
- Improved department business operations by scanning and storing several hundred performance and vendor contracts onto a shared computer network drive.
- Continued to provide support for 91 office computers and 20 network printers.
- Continued to provide professional, technical and safety-training opportunities for the DPW workforce.



*Each year, four employees who excel at advancing DPW's mission of providing dependable, high quality service are recognized with the Commissioner's Award for Outstanding Performance. Pictured left to right: Ralph Wade, David Denn, Dick Woods & Lou Mothon.*

## Engineering

The Engineering Division maintains the City's records for public right-of-way and utilities (including sewer, combined sewer, and stormwater drainage systems). The division oversees the design and construction of stormwater and sewer systems, surface enhancements and certain park renovation projects, and works with the Sewer Division to ensure compliance with regulatory requirements.

The Engineering Division also facilitates building permit reviews, particularly when there may be an impact on the public right-of-way or 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 has reduced and will continue to reduce incidents of flooding, sewer back-ups into homes, and combined sewer overflows (CSOs) into the Charles River and Alewife Brook.

- 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.
- Made over 3,000 revisions to the sewer and storm drain data contained in the City's geographic information system (GIS) in an effort to more accurately map the City's infrastructure.
- Reviewed 125 Building Permit Applications for compliance with sewer and stormwater discharge requirements.



*The Engineering Division provided support to MassHighway during construction on the recently completed South Mass. Ave. improvements, which include new roadway, sidewalks and amenities from Main St to Memorial Drive, and a redesigned intersection and plaza at Lafayette Square.*



*DPW maintains and repairs over 125 miles of streets. Last year, the department completed 450 pothole repairs, 159 other street repairs, and resurfaced 5 streets.*

- Replaced approximately 4,000 linear feet of sewer and storm drain mains and installed or replaced 60 catch basins.
- Cleaned approximately 50,000 linear feet of sewer and storm drain mains and televised approximately 45,000 linear feet of mains through the TV Inspection and Cleaning contract.
- Worked with the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conducted further investigations when problems were found.
- 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.

## DPW OPERATIONS

### Street and Sewer Maintenance

The overall responsibility of this Division is to maintain the City's streets, sidewalks curbs and drainage structures as well as the maintenance and repair of the City's wastewater collection system, including 125 miles of streets, over 200 miles of sidewalks, over 5,000 curbs and ramps, 223 miles of sewer lines, over 4,000 catch basins and 25 sewer and stormwater pump stations.

Effective street and sidewalk maintenance is achieved by focusing on creative aspects of pavement management along with permitting, inspection and restoration of street openings. The Division installs new curb cuts, repairs streets and sidewalks, addresses sidewalk vertical displacement, and is responsible for the maintenance of sidewalk ramps, tree wells, and manhole and catch basin castings. In addition to responding to the Pothole Information Line, division employees are involved in initial spill containment response. The division focuses on a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the Newsrack Ordinance, oversight of business uses on the sidewalk, and implementation of ADA requirements.

The sewer maintenance program includes responding to plugged sewer lines, cleaning catch basins on a regular basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. An important part of the Street and Sewer Maintenance division's duties with respect to effective sewer system maintenance is meeting with neighborhood groups and individual homeowners to advise them on methods for avoiding damaging backups and to help inform the public about the respective responsibilities of the City and the homeowner regarding sewer connections.

- Issued over 940 street opening and 785 sidewalk obstruction permits and completed over 1,152 street inspections.
- Completed 159 street repairs, 349 sidewalk repairs and resurfaced 5 streets. Repaired over 430 potholes.
- Continued to develop and improve the Sidewalk Compliance 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 settlement.
- Conducted snow clearing operations, with an increased emphasis on sidewalks, plazas, bus stops crosswalks and curb ramps.
- Cleaned 2,200 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.
- Coordinated the City's program to control mosquito breeding at public-owned catch basins. Each of the City's 4,000 catch basins were treated twice during the summer of 2007 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Reviewed 94 Building Permit Applications for compliance with sewer and stormwater discharge requirements.
- Cleaned approximately 63,173 linear feet of sewer and storm drain mains and televised approximately 62,315 linear feet of mains through the TV Inspection and Cleaning contract.



*Last year, the Street and Sewer Division cleaned 2,200 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.*



*DPW provides year-round support services for special events all over Cambridge, including Harvard Square's Mayfair.*

## 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 Web site 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.
- Performed beautification tasks, such as cleaning tree wells in City squares, steam-cleaning litter baskets throughout the city, and removing fliers and graffiti, on a regular basis.
- Continued a graffiti removal program with a 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.



*This year, DPW worked with the Police Department to continue a graffiti removal program with a graffiti steam cleaning and power washing machine that was instrumental in the completion of over 100 graffiti removal jobs.*

## Solid Waste

The Solid Waste 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 20,230 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 are picked up weekly.
- Conducted three household hazardous waste collection days. In addition, the DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.



*The Street Cleaning division cleans Cambridge squares daily, including weekends. Crews also perform beautification tasks such as cleaning tree wells in city squares, steam-cleaning litter baskets throughout the city, and removing fliers and graffiti, on a regular basis.*



*Last year, the Solid Waste Division collected and disposed of 20,230 tons of household rubbish.*



# Public Works

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- Enforced the City's Litter Ordinance and issued over 3,500 sanitation-related violation notices.
- Collected CRTs (TV and Video Monitors) on a daily basis.

## 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 and 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.

- Installed a new Book Exchange at the Recycling Drop-off Center.
- Distributed over 4,000 recycling bins and over 650 recycling totes to homes, apartment buildings and condominiums.



*The Recycling Drop Center's organics recycling pilot program for food waste from Cambridge residents has grown to include over 450 households averaging 700-900 lbs of compost each week.*

## 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 a permanent supervisor.

- Received for the 16th time a Tree City USA designation; 253 new street trees were planted this fiscal year.
- Provided oversight of landscape maintenance at all public schools, ensuring that the level of care equals that of other parks managed by the division.



*DPW Forestry crews lend a hand during the renovation and expansion of Costa Lopez Park.*

## Cambridge Cemetery

Cambridge Cemetery combines gravesite preparation and burial services with a 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.

- Repaired 20 historic staircases throughout the Cemetery.
- Planted 1,500 assorted bulbs and 3,300 flowers.
- Continued process of converting secondary roadways into future grave space.

## Public Building Construction

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

- Completed the replacement of the existing heating plant at Fire Headquarters with energy efficient condensing boilers and state-of-the-art Direct Digital Control system.
- Completed the installation of a new energy efficient gas fired furnace for the truck bay of the Electrical Department Garage on Third Street.

# Public Works

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- Initiated a program to replace existing window air conditioners at City Hall with Energy Star rated equivalents.
- Replaced standard HVAC motors at Lombardi Building, Senior Center, Coffon Building and the Police Station with premium efficiency equivalents.
- Completed applications for NSTAR rebate programs for projects at the Senior Center, City Hall and Fire headquarters with the City receiving over \$30,000 in rebates.
- Initiated the commissioning of the new HVAC systems at City Hall, Senior Center and Coffon buildings and the upgrade of the existing Johnson Control system at City Hall Annex, with a Web based design that will allow remote access to HVAC function.

- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners used to clean public buildings.
- Continued to purchase HEPA filtered vacuum cleaners for all buildings.



*The Parks and Forestry Division is responsible for the maintenance and care of nearly 100 municipal properties, including the recently redesigned Tubman Square (at River and Pleasant St) and Donahue Square (at Harvard Underpass).*



*In 2007, Cambridge received its 16th Tree City USA designation from the National Arbor Day Foundation in recognition for efforts to promote the urban forest.*

## 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 kitchen renovation and 1st floor flooring at the Frazier Building.
- Completed the installation of a new energy efficient gas fired furnace for the truck bay of the Electrical Department garage on Third Street.
- Completed the Area IV interior improvements.
- Completed the renovation to the new Information Technology office space on the 1st floor of the Lombardi Building.

## Building Operations

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

- Completed the annual refinishing of the four youth center gymnasium floors.

## 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 develops written specifications for the purchase of new motorized equipment for Public Works and other City departments.

- Generated over 1,583 work orders into the fleet maintenance computerized program; 255 City vehicles have repair and maintenance costs.
- Generated over 230 preventative maintenance work orders into the fleet maintenance computerized program.
- Conducted biannual inspections of 250 taxis.
- Conducted in-house Commercial Driver's License driver training in preparation for truck and road testing.
- Added 3 new Hybrid vehicles to the DPW fleet of vehicles.

## 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.

# 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. Bids are posted on the City's Web site so that vendors can download them and submit a bid for any given commodity or service.

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 subcontractors 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

- Successfully upgraded the Purchasing Web site to allow bid documents to be downloaded by vendors and for vendors to access bid results resulting in a substantial savings in the cost of postage.
- Successfully transitioned City and School Department from bottled water and coolers to an environmentally preferred system, a bottle-less reverse osmosis water system.
- Continued a proactive campaign advocating the purchase of environmentally preferred products.
- Continued to encourage all departments making purchases under the sound business practice threshold of \$5,000 to do business with local and minority/women owned businesses.
- Continued to strategically expand participation of City departments, the School Department and other local municipalities 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 Mayors' Coalition to execute cooperative bids for recycled paper, road salt, fuel office products and vehicles.

## General Services/Print Shop

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

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

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

## General Services Highlights and Accomplishments

- Completed printing monthly newsletters for the Senior Center, Commission for Persons with Disabilities and Center for Families. Expanded the printing of business cards and invitations and tickets for City sponsored events. Printed and finished the Library's Summer Reading Program brochure.
- Printed postcard notifications for public meetings. Printed and finished abutter notices for Community Development projects. Produced and printed bicycle parking tickets for the Public Works Department.
- Updated the Print Shop's marketing brochures and hosted an open house in October 2007 for City departments.
- Created convenience products out of recycled office paper including memo pads, while you were out pads, mailing labels and index cards at no charge to both City departments and the School Department.



Purchasing Office Staff

# Schools

Dr. Thomas Fowler-Finn, Superintendent • 159 Thorndike St., Cambridge • 617.349.6400

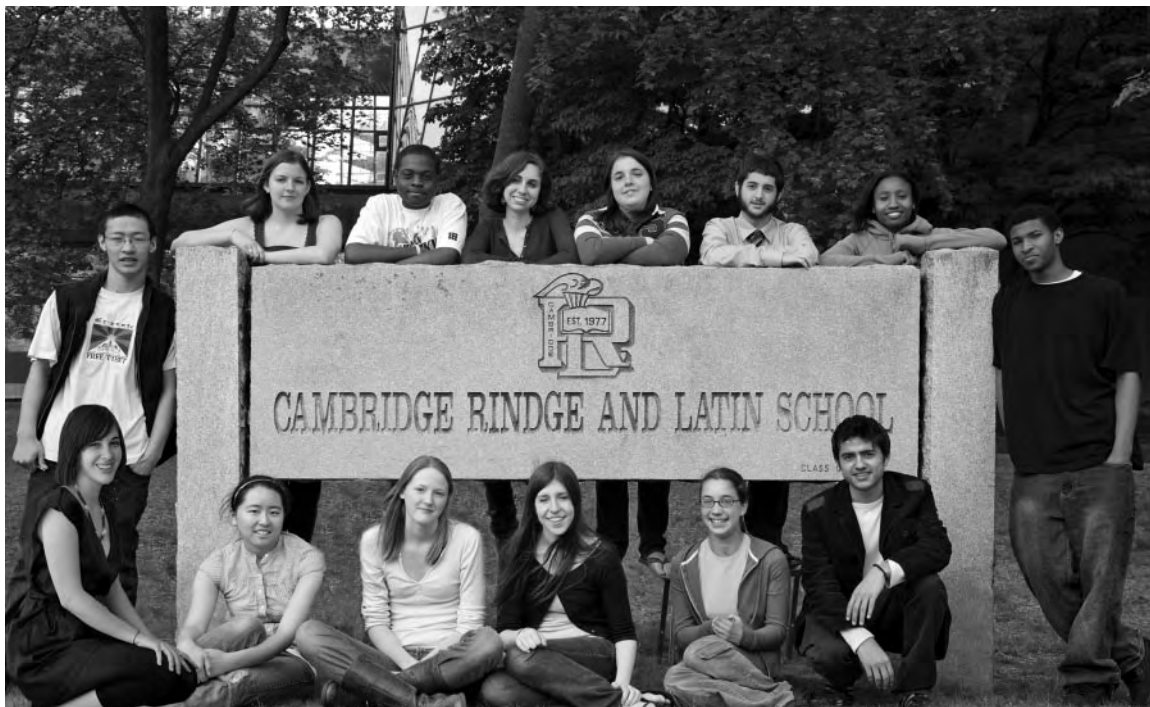
During one of the most difficult budget cycles in recent years, the School Committee, the Superintendent and the Superintendent's leadership team have developed a strategic outline for closing the achievement gap and advancing education in the Cambridge Public Schools.

The School Committee set the direction for our planning by proposing guiding principles designed to ensure that: small class size, a hallmark of the Cambridge Public Schools experience, is protected; special education services are improved and expanded to meet the needs of all students; a systemic evaluation cycle for existing programs is designed and implemented to strengthen programs that have proven worthwhile while eliminating those educational endeavors which are ineffective; the importance of collaboration among community partners in raising achievement for all is recognized and utilized; and finally, commitment to summer programming is recognized for the important contributions made to the lives of students and families.

The Cambridge Public Schools enjoy one of the most supportive communities in the nation for public education. Long-standing partnerships with institutions such as Harvard University, the Massachusetts Institute of Technology and Lesley University are reworked as changes in circumstances arise. We also enjoy

improvements and expansions with these partners. New partnerships with successful national programs such as Families First (a continuing relationship), Teach for America, and Project READS, are being introduced in this proposal as well. The Cambridge Public Schools are also taking proactive steps to further improve and expand the relationships of successful unique Cambridge programs, such as CitySprouts, the Cambridge School Volunteers, Summerbridge and the Healthy Children Initiative. We look at each of these organizations as important elements in the lives of our students as well as promising grassroots endeavors to further our goal of closing the achievement gap. We also look for new ways to tap resource-rich allies such as Genzyme, Novartis, Biogen Idec and the Broad Institute in helping us fulfill our mission of providing a high quality education to all students.

As we move forward on these and many other fronts, we are enthusiastically optimistic that the return on our investment and our community-wide efforts will be seen in continually improving learning for all students regardless of their demographic subgroup, graduation rates, and perhaps more importantly, a continued increase in enrollment of our graduates in post secondary educational opportunities found in two and four year colleges, universities, technical schools and trade schools, enabling all Cambridge students to pursue their life dreams.



*The CRLS Fantastic 14 represent the top 10 students as determined by four year grade point average. In addition, four other students considered unsung heroes are elected by their peers as ambassadors of the CRLS experience.*

# 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 City's two parking garages; collection and adjudication of parking tickets; and operation of the resident permit program. Traffic operations include 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.

## Highlights and Accomplishments

### Parking

- **Street Permits** – Pay online for Moving Van permits has enhanced the service to the public. It has reduced staff time needed to handle peak summer activity.
- **Parking Garages** – Completed phase one of the multi-year plan being implemented to maintain the City's two parking garages in good condition. Improvements included concrete and joint sealant repairs and applying waterproofing sealant at the East Cambridge Garage and installation of new doors at the Green Street garage to improve accessibility for disabled persons. Began design for the second year of this work, which will be performed in FY09. This work will take place at the East Cambridge garage and includes concrete repairs and new sealant.
- **Parking Meters** – Harvard Square & Kendall Square rates were increased to \$1.00 per hour. New rates were put into effect to increase turnover at the parking meters.

### Customer Service

- The Resident Parking Permit renewal process was another success, with over 148 photos submitted for the 2008 Resident Parking Sticker Contest. The winning photo of Memorial Hall in Cambridge was taken by Peter Payack (Cambridge resident and the City's Poet Populist). Many of the other photos submitted were published in our annual Resident Information Handbook.

### Signals

- Signal timing was adjusted at 33 signal locations to improve operations, improve safety, to remain consistent with our signal policy, and/or respond to constituents' comments.
- Maintenance was performed at 5 locations to fix problems and relocate cabinets away from pedestrian travel routes.

### Enforcement

- Parking Control Officers (PCOs) are a key part of the City's increased efforts to enforce shoveling snow and treating ice on sidewalks. Four new PCOs were hired. Updated PCO Training Manuals were printed and distributed to all PCOs.
- Handheld ticketing machines were upgraded to the newest model. The Police Department's street cleaning enforcement is

now being done using the handheld machines. Tickets are online within 24 hours and the percentage of tickets paid within the first 21 days has increased.

- Created new management tools to track enforcement data. Data is used to improve deployment and performance of the unit.

### Energy Efficiency

- The energy improvements completed in FY07 have kept our electricity costs down. FY08 is the first year experiencing 100% of savings.
- The two replacement vehicles purchased in FY08 are hybrids.

### Planning/Construction

- Prepared traffic study reviews and certification of 4 large projects. Tracked and monitored all transportation mitigation required by the Planning Board of large projects.
- Reviewed smaller projects seeking building permit sign-off from the department. Over 16 of them included working with the developer and sometimes residents to make adjustments to improve the safety and operation of the site.
- Produced a brochure to assist proponents in getting building permit approval as efficiently as possible.
- Ongoing management of the off-street parking inventory and related regulations. Provided monthly coordination meetings for TP&T, Inspectional Services, Licensing and Community Development.
- Managed an intern who performed an inventory of bicycle parking in Harvard and Central Squares and recommended new parking locations to meet the increasing demand. Performed studies of vehicle yielding at unsignalized crosswalks on multi-lane roads. Analyzed residential parking and auto ownership close to transit.



Memorial Hall was the winning entry of the 2008 Resident Permit Contest. Photo by Peter Payack.

# 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 FY08, \$365,835 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 \$3.3 million in federal monies for VA pensions, compensations and benefits during fiscal year 2008. 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. The department assists Veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others. Veterans' Services also coordinates public events on Patriots, Veterans and Memorial days, including the Memorial Day parade and the decoration of Veterans' Graves with an American Flag.

## Highlights and Accomplishments

- Successfully managed a 25% increase in the number of clients served since July 2007.
- Continued to enhance the department's Web site, ensuring that quality up-to-date information is available to veterans and their families.
- Developed a new Cable TV informational public service announcement that has significantly increased our outreach capabilities.



**Bugler Robinson Pyle blowing "Taps" during the Memorial Day ceremony.** Photo: Cynthia Abatt



**General William Dawes, Jr. (re-enacted by 1st Sgt. Mathew Johnson) arrives on horseback during the Patriots' Day ceremony.** Photo: Cynthia Abatt

- Implemented revised changes in policies, procedures and benefit levels, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations), effective July 2007. In January 2008, successfully managed a new \$250 per month fuel allowance benefit for clients who pay their own heating bills.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY 08 property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11 and other benefits that they are entitled to.
- In conjunction with the Massachusetts National Guard, sponsored a send-off ceremony for members of Company C, 1st Battalion, 181st Infantry Battalion, a Cambridge based Army National Guard Unit that received orders for a year-long deployment to Iraq in support of Operation Iraqi Freedom. The deployment ceremony held on the Cambridge Common in July, brought together family, friends and elected officials for a rousing send-off for our troops.
- Assisted veterans and surviving spouses in applying for the Economic Stimulus payment of \$300 for those who traditionally do not file tax returns.
- Assisted 24 veterans/dependants in accessing federal VA benefits, exclusive of Ch. 115 clients. To date, 13 cases have been awarded favorably, 8 cases are pending and 3 reported as unfavorable.

# 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 department's responsibilities include:

- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality;
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards;
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects;
- Protecting purified water from potential hazardous contamination through improper connections to the piping network;
- Removing lead water services wherever possible and continuing to purchase "low lead" water works products for materials in contact with our water;
- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;

- Supporting emergency and snow removal needs of the City of Cambridge;
- Assessing the feasibility of, and wherever possible, implementing energy reduction/generation projects throughout the Water Department's facilities.

The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications.

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.

## Highlights and Accomplishments

- Produced over 5.4 billion gallons of high quality potable water to serve the City's needs.
- Continued the energy savings program at the Water Department by: replacing sodium vapor lights with High Intensity Florescent (HIF) lighting, which use about 50% less electricity; installing variable frequency drives on the raw water pumps; and initiating HVAC system improvements.
- Continued implementation of the "High Read" notification system, which uses daily reads from the Automatic Meter Reading (AMR) System to detect and highlight abnormally high water usage (potential leaks) and allows the department to contact property owners when the problem begins, in order to minimize a high water bill and conserve water.
- Completed the Fresh Pond Reservation Northeast Sector (NES) Water Quality Improvement/Landscape Restoration Project (30 acres).
- Maintained laboratory certification through periodic performance evaluations and DEP inspections.
- Processed 481 permits relating to the City's water system.
- Provided over 90 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.
- Initiated the Hydro-Power feasibility study with a grant from the Massachusetts Technology Collaborative. This investigates the feasibility of generating electricity from our reservoir system.
- Participated in the first ever Fresh Pond Day.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, instill uniformity of work practices and promote and sustain a diverse workplace.
- Produced and distributed the 2007 Consumer Confidence Report to all Cambridge water users via direct mail and through the department's Web site.
- Participated in the Cambridge Science Festival and provided tours and brochures of the projects at Fresh Pond Reservation.



*Phil Sciandra prepares a water meter for installation. Photo by Ralph Dunphy*

- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

## DIVISION OVERVIEWS AND HIGHLIGHTS

### Administration/Business/Information Technology

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 \$19.5 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that includes: processing of quarterly water and sewer bills for the 14,900 metered accounts in Cambridge; paying hundreds of vendors and contractors; and maintaining numerous PC's, printers and copiers.

### Engineering and Program Development

This division is responsible for overseeing capital improvements; performing design; distribution system modeling; maintaining maps and records; implementing and maintaining a cross connection control program; reviewing and issuing permits; and coordinating technical activities throughout the city.

- Provided design and construction monitoring services for new water mains in William St, Second St, Essex St, Henry St, Verdun St and Whittemore Ave.
- Maintained responsibility for reviewing and issuing permit applications for most water works construction projects. We issued 116 construction permits in FY08.
- Reviewed water issues related to several projects that were either in the planning stage, under design or in construction. These included 50% Design of Brookline Street, MIT, Vassar Street, Lafayette Square, Harvard University (Riverside Housing Project) and several multi-residence developments.
- Continued the updates of the Geographical Information Systems (GIS) Mapping. This included editing maps where we have transitioned more than 485 as-built drawings and produced the first set of maps off of the GIS system for use in the field.
- Performed 6,116 backflow device inspections and surveyed 126 establishments for potential cross connections to the public water supply.
- Continued coordination with MIT and Harvard on the removal of potential drinking water cross connections in their facilities.
- Updated long range capital improvement plan (5, 10 and 20-year) for the entire water system.
- Issued 477 permits (102 backflow device installations, 228 fire pumps and 31 hydrant use, 5 construction water use and 116 water main/service installations).



*A student from the Cambridge Public Schools participating in a relay race during Water Week.  
Photo by Melissa Simoncini*

### 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 and expand DEP analytical certifications.
- Continued 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). Completed the Cryptosporidium monitoring. The two year monitoring cycle found no Cryptosporidium in the raw water; based on these results, CWD will have no implementation cost to comply with LT2.
- Performed over 60,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.
- Obtained DEP certification of the second Liquid Ion Chromatograph instrument in the laboratory. This instrument is used to monitor Bromide and Bromate (road salt contaminants) in the raw water.
- Completed installation and implementation of a second generation air compressor for the dissolved air floatation system to ensure continued plant operations. This unit is expected to provide a significantly useful service life, reduced maintenance and reduced power consumption.





**Gerard Hickey (far right) demonstrates leak fixing techniques during Water Week.** Photo by Melissa Simoncini

## 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 (Stony Brook Conduit) begins 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 ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements are 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 future 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 43 fire hydrants, repaired 53 leaks, installed or repaired 31 valves and performed 2,799 utility mark-outs.
- Replaced and rehabilitated approximately 2,020 linear feet of water mains on Madison and Harrison Ave, Williams St and Second St.
- Eliminated 2,150 linear feet of old 6" parallel water mains.
- Eliminated 92 of the 2,092 lead services targeted for replacement.
- Issued/approved 4 demolition permits.

- Installed services and/or water mains for the Cambridge War Memorial Pool, and for several City parks.

## Watershed

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

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: the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey; source water protection plan; maintenance and improvements to reservoirs, infrastructure and landscaped/forested areas; site plan development review and construction monitoring and; implementation of the Fresh Pond Master Plan high priorities.

- Continued development of the Fresh Pond Reservation volunteer monitoring and maintenance program. An equipment trailer was purchased and stocked with tools and equipment. Two plant identification training sessions were held, followed by over 50 maintenance and monitoring events.
- Continued to perform an extensive public outreach program for the implementation of the projects at Fresh Pond Reservation. This effort included the development and maintenance of five project Web pages, the creation of five informational brochures, E-mailing biweekly project updates, holding over 30 project site tours and maintenance of three project information bulletin boards.
- 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 commented on over 50 development projects and produced quarterly site monitoring reports detailing outreach, planning and coordination efforts for projects within our upcountry watershed.
- Completed the feasibility study for a dog park at Fresh Pond Reservation.
- Completed an existing conditions study and renovation plan for the Winter Street and Trapelo Road gatehouses.
- Completed the reservoir/gatehouses operations and maintenance plan.
- Completed the contract documents for the Fresh Pond Drainage and Habitat Improvement Project.
- Implemented the Source Water Quality Program and maintained the gauging stations "real time" network in partnership with the U.S. Geological Survey.

# 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. 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. 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

- Provided a Consumer Impact Statement to Division of Standards of Commonwealth of Massachusetts that details the savings passed on to consumers by conducting inspections in Cambridge.
- Continued outreach to business owners on local and state regulations and compliance.
- Collaborated with the License Commission to ensure that taxicab rates are accurately reflected on taxi meters as part of the annual inspection process.
- Produced in collaboration with City TV-8 four informational Public Service Announcements about the work of the department.

# 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

- **Domestic Violence:** Developed survey tool to assess community capacity in addressing domestic violence education, services, outreach and prevention in collaboration with the Public Health Dept. Promoted a community-wide awareness of domestic violence throughout the month of October by working with existing projects, agencies and venues. Developed activities and materials to highlight significant issues related to domestic violence, including the social costs, available resources and prevalence. Coordinated and chaired the Domestic Violence Task Force monthly meetings. Served on the newly formed High Risk Assessment Team for Cambridge providers, probation officers, police officers and parole officers to proactively address high risk cases.
- **Economic Justice and Financial Literacy:** Served on the Massachusetts Coalition for Women’s Wage Equality, a strategic statewide effort to advance women and end wage discrimination. Developed public awareness materials to launch a campaign to bring women’s pay disparities to the public and sponsored a full day *Mind the Gap* conference. Hosted a variety of financial workshops for City employees. Targeted elder women for financial planning events through the Senior Center.
- **Young Women:** Hosted the 11th Annual 5th Grade Girls’ Sports Day at Danehy Park, providing girls with a day of physical fitness activities designed to improve their participation in organized sports. Developed and delivered a workshop for CRLS students on the effects of sexism. Provided support and technical assistance to the Leaders-In-Action project at Frisoli Youth Center and the Cambridge Arts Center on girls’ programming.
- **Research:** Convened a conference for community stakeholders, leaders and public officials to review findings and evaluate data presented in our newly published *Report on the Status of Women and Girls in Cambridge*. Presented individual workshops on the report’s highlights to various community partners, such as Cambridge Health Alliance.
- **The Arts:** Hosted a first-of-its-kind *Women and Girls in Cambridge Arts* tent at the Cambridge River Festival showcasing various mediums: video, documentary film, photography, and installations that honor or express women’s experience. It included *The Recognized Girl*, *Left on Pearl*, the Cambridge Women’s Heritage Project and *Filament/Firmament*.
- **Women’s Health:** Developed and co-sponsored with Lesley University, *Perpetual Care*, an exhibit speaking to women’s experience navigating the system. Hosted *The Politics of Women’s Health*, an expert panel discussion of current issues facing women. Served as a City partner on the Women’s Health Committee convened by the Cambridge Health Alliance.
- **Women’s History:** Sponsored International Women’s Day events: screened *Left On Pearl*, a documentary by Cambridge women about the women’s movement; and participated in the planning of the annual celebration breakfast held at Simmons College.
- **Elder Women:** Served on the coordinating committee of the Older Women’s League, a national organization that strives to improve the status and quality of life for mid-life and older women.



## About the City's Seal

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

*Back Cover:*

The City's investment in open space provided three new places to gather and enjoy the community: Jill Brown-Rhone Park at Lafayette Square in Central Square (Top), Green-Rose Heritage Park in Area IV (Middle), and Trolley Square Park in North Cambridge (Bottom).

City Manager Robert W. Healy

Deputy City Manager Richard C. Rossi

**City Council:**

Mayor E. Denise Simmons

Vice Mayor Brian Murphy

Councillor Henrietta Davis

Councillor Marjorie C. Decker

Councillor Craig A. Kelley

Councillor David P. Maher

Councillor Kenneth E. Reeves

Councillor Sam Seidel

Councillor Timothy J. Toomey, Jr.



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