

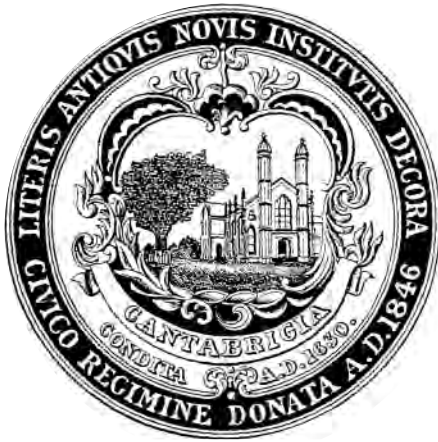


CITY OF CAMBRIDGE

A GREAT LIBRARY FOR A GREAT CITY



2009/2010
ANNUAL REPORT



About Cambridge

With over 100,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with almost 27% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

Front and Back Covers:

The newly restored and expanded Cambridge Public Library reopened in November 2009. The state-of-the-art facility includes a new 76,700 square foot glass building attached to the restored 27,200 square foot landmark, designed in 1887 by Van Brunt & Howe and listed on the National Register of Historic Places. The building has capacity for over 275,000 books, 90 computer stations, a 230 seat auditorium and various meeting rooms. The main library also includes an underground parking garage and the restored Joan Lorentz Park. The Friends of the Cambridge Public Library offer guided tours of this inviting civic space at the heart of our community. Reservations are not required. Look for the "Tours meet here" sign just inside the door of the library. For more information, visit: www.cambridgema.gov/CPL.

Front Cover Photos: Top Row: Robert Benson Photography, Bob Coe; All Other Photos: Bob Coe.
Back Cover Photos: Top Row: Robert Benson Photography; Middle Row: Bob Coe, Robert Benson Photography; Bottom Row: Robert Benson Photography.

City Manager's Message

Photo: nortonphotography.com



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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the FY10 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 a challenging economic climate, 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 23 cities nationwide to earn AAA ratings from all three major credit rating agencies, for its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing significant saving to taxpayers.

In FY10, the City appropriated a combined total of \$9.05 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. See more on this in the City Manager's section.

The stunning new Mayor Sheila Doyle Russell West Cambridge Youth and Community Center opened in September 2009. Construction of the Main Library renovation and expansion was completed in October 2009. The historic and new buildings (re)opened to great acclaim. All construction on public buildings in Cambridge is undertaken to achieve LEED (Leadership in Energy and Environmental Design) certification by the United States Green Buildings Council. See more on this in the City Manager's section.

Major renovations and upgrades to the Cambridge Rindge and Latin School are well under way, as part of a phased construction project to improve building systems, windows, accessibility and the physical quality of the learning environment. Completion of this project is anticipated for fall 2011.

A noteworthy amount of public construction has taken place in Cambridge this past year. Significant renovations were made to Clement Morgan Park/Pine Street Playground in Area 4, including replacement of all playground equipment, new seating, lighting, landscaping and trees. The park was reopened in June 2010. Construction of the new Riverside Park on Memorial Drive at Western Avenue is complete and the park was dedicated in June 2010. The new park features extensive planting, a trellis covered plaza, water fountains, varied seating areas, a small children's play area and a grass lawn. The edge of Sennott Park, on Broadway near Norfolk Street, was revitalized through a redesign that included installation of decorative fencing, a meandering pathway, flowers and shrubs, and recycled benches and granite block seating. A new, fully fenced-in off-leash dog run at Danehy Park, surfaced with rice stone, was completed and opened in late summer 2009. Harvard Square roadway and sidewalk enhancement projects continue, though much progress has already been made.

In the past five fiscal years, we have been able to produce budgets which have reflected an average annual increase of only 3.8% in the property tax levy. For FY10, this resulted in approximately 80.5% 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 2010, the City Council approved the FY11 operating budget of \$459,705,025, a capital budget of \$22,385,015, and the five-year capital plan. The FY11 operating budget reflects a 3.1% increase over the FY10 adjusted budget. The budget maintains City and school services that citizens have come to expect and provides a strong capital plan, supporting stability and reinvestment in the community, which is important during these difficult economic times. The budget achieves its goals with only a moderate increase in the property tax levy, in spite of a continued reduction in State Aid.

I urge you to read further to learn more about our City departments and their exceptional work, ensuring that Cambridge continues to be a great place to live, work and visit.

Very truly yours,

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

Robert W. Healy
City Manager

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City Departments

Cambridge City Hall

795 Massachusetts Avenue
Cambridge, MA 02139 *
617.349.4000 • TTY 617.349.4242 **

* Address for all departments in City Hall

** TTY Number for all departments in City Hall

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

Mark McCabe, Director
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, Executive Assistant
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

Susan Glazer, Acting 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

Laura Nichols, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6150 • TTY 617.349.6112

Election Commission

Tanya Ford, Executive 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
125 Sixth St. • Cambridge, MA 02142
617.349.6911 • TTY 617.499.9924

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

GLBT Commission

John Gintell/Sarav Chithambaram, Co-Chairs
City Hall • GLBT@cambridgema.gov

Historical Commission

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

Human Rights Commission

Colleen Johnston, Acting Executive 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
449 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

David P. Maher, 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
125 Sixth St. • Cambridge, MA 02142
617.349.3300 • TTY 617.499.9924

Police Review & Advisory Board

Brian Corr, Acting Executive Secretary
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

Jeffrey M. Young, Superintendent of Schools
Carolyn L. Turk, Deputy 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

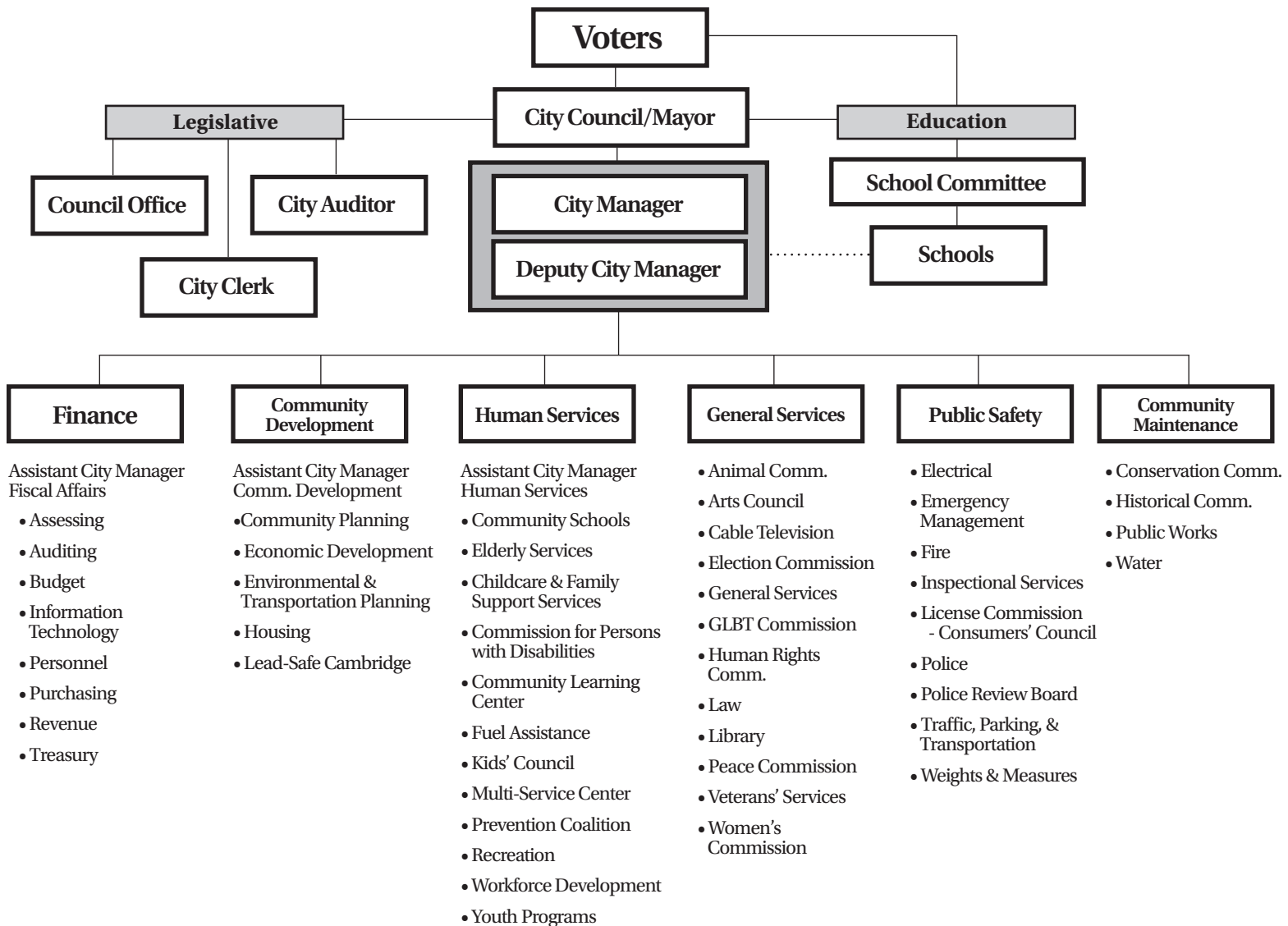
Weights & Measures

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



Cambridge City Hall. (Photo by Bob Coe)

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:

2.05 Persons (2006-8, US Census)

Median Age:

31.8 Years (2006-8, US Census)

Foreign Born:

26.8% (2006-8, US Census)

Home Language other than English:

30.9% (2006-8, US Census)

Common Languages other than English:

Spanish, Chinese, French/
French Creole, Indic Languages,
African Languages, Portuguese,
and Korean. (2006-8, US Census)

Racial Diversity:

68.4% White
11.7% Black
13.2% Asian
3.7% Other
3.0% Two or More Races
(2006-8, US Census)

Hispanic Diversity:

6.8% of Residents w/Hispanic
Background (2006-8, US Census)

Adult Educational Attainment:

71.7% College or Graduate Degree
11.4% Some College
11.2% High School Diploma
5.7% No High School Diploma
(2000, US Census)

College & Graduate Students:

34,871 - Enrolled in Degree Program
(includes non-residents)
(2009, CDD)

Poverty Status:

9.2% of families
15.3% of Individuals
(2006-8, US Census)

Registered Vehicles:

47,413 Vehicles
43,536 Passenger Cars
(2010, Mass. Registry of Motor Vehicles)

Housing Units:

49,530 (2010, CDD)

Owner Occupied Housing:

38.8 % (2006-8, US Census)

Median Housing Sales Price:

\$682,500 Single Family
\$620,000 Two Family
\$415,000 Condominium
(2009, CDD)

Typical Rental Price:

\$1,725 One Bedroom,
\$2,180 Two Bedroom,
\$2,613 Three Bedroom
(2010, CDD)

Median Household Income:

\$62,062 (2006-8, US Census)

Jobs:

106,699
(3rd Quarter, 2009, Mass. Executive
Office of Labor and Workforce
Development)

Average Annual Wage:

\$74,360
(3rd Quarter, 2009, Mass. Executive
Office of Labor and Workforce
Development)

Resident Unemployment Rate:

6.0%
(May 2010, 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, 2009, Mass. Executive
Office of Labor and Workforce
Development)

FY09 Property Tax Rate:

Residential \$7.72
Commercial \$18.75
(per \$1,000 of assessed value)

Government:

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

Annual Operating Budget:

\$444.2 million

Public Schools:

12 elementary schools,
1 high school

Private Schools:

13, plus 3 charters, numerous
pre-schools and special 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,
10 civilians

Police Protection:

1 police station, 273 sworn
officers, 38 civilians

Parks Playground & Reservations:

80

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.*

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

- Submitted annual affirmative action report to the City Council.

- 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.
- Provided assistance to department heads and managers with recruiting, screening, interviewing and hiring processes.
- Worked closely with the City Manager's Affirmative Action Advisory Committee
- 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.
- Co-facilitated employee diversity training.

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 2,650 dogs; picked up 51 stray dogs (86% returned to owner, 9% adopted); issued over 75 animal quarantines and over 100 citations for violations of the Animal Control Ordinance.
- Responded to over 3,000 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, administrative calls, etc.
- Transported over 85 animals (including sick/injured wildlife) 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. Maintained the Helen Holland Trust Fund for an 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," and the Merrimac River Feline Society's "Catmobile" 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. Served as a member of Animal Control Officers Association of Massachusetts.
- Continued working with a City task force to discuss the regulation and locations for off-leash dog areas and "Shared Space" areas in the city.
- Published a Cambridge Animal Brochure, explaining the purpose and functions of Animal Control and regulations pertaining to responsible dog ownership.
- Participated in legislative action at the State House to include pets in the "Link" between violence to people and violence to animals.
- Presented "Dog Bite Prevention" information to Cambridge mail carriers.
- Attended the conference on Domestic Violence, Elder abuse and child abuse link to Animal Cruelty, sponsored by the District Attorney's Office of Gerard T. Leone.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

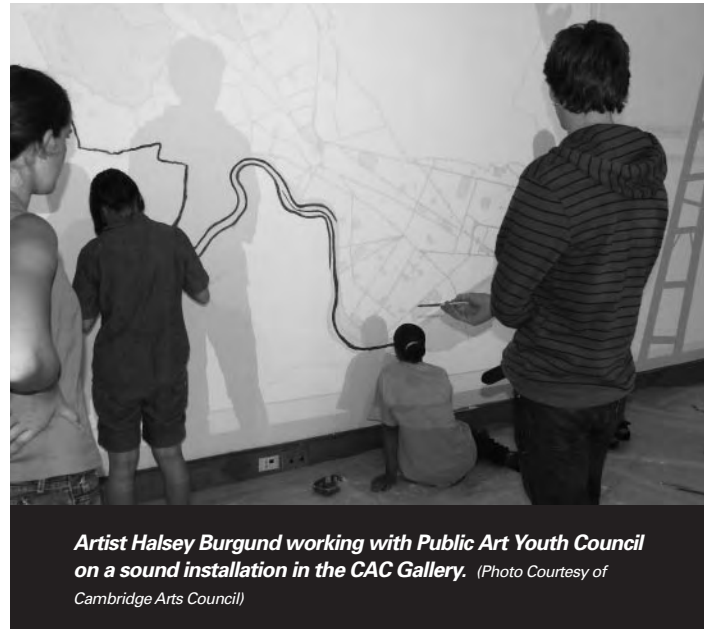
The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting Cambridge. CAC accomplishes this goal by stimulating public awareness and support for the arts, producing events that celebrate the City's diverse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

- Produced the second citywide Cambridge Open Studios (COS) from April – June 2010, including visual and performing artists in all neighborhoods of the city. COS connected local artists with the broader population of the city and region and provided opportunities to promote artists and expand their audiences while encouraging the sale of unique, locally made artwork. A comprehensive program and guide was developed to direct visitors to artists' studios and public artworks throughout the city. Three COS weekends included a series of high-profile common venues where additional opportunities were made for artists to exhibit their work while also activating dormant retail space and reinforcing vibrant street-level retail in major squares and areas in the city. COS again highlighted the City's Public Art Collection of more than 200 site-responsive artworks in parks, plazas, municipal buildings and open spaces. COS involved the direct participation of 300 artists, 90 venues and provided audiences with an opportunity to connect directly with and support artists and explore the unique character of city neighborhoods.
- Expanded the reach and activity of the Cambridge Poet Populist Program, an initiative designed to celebrate poetry and Cambridge's rich literary heritage by facilitating the election of the city's second Poet Populist, Jean-Dany Joachim. Joachim, a longtime Cambridge resident, was recognized for his work to establish a new Cambridge Poetry Festival and participated as a keynote speaker with José Mateo's Dance for World Community event designed to provide significant response and financial support for relief and rebuilding efforts in Joachim's native country of Haiti following the natural disasters of 2010. Mr. Joachim also hosted a Poetry Tent & Venue for the 31st Cambridge River Festival, which built on his work as the creator and producer of the *City Night Reading Series*, bringing together poets, writers,



Public artwork and tile mosaic by Mike Mandel referencing the Morse School built in 1890 at 249 Brookline St. (Photo: Cambridge Arts Council)



Artist Halsey Burgund working with Public Art Youth Council on a sound installation in the CAC Gallery. (Photo Courtesy of Cambridge Arts Council)

performers and lovers of literature for the celebration of poetry in the New England region on a regular basis throughout the year. During 2010, Mr. Joachim also worked with the Cambridge Public Library, Cambridge Public School Department (CPSD), artists and local cultural organizations to encourage a dynamic relationship with poetry.

- Produced a second year of an educational exhibition series entitled *First Mondays @ CAC Gallery*. These events are designed as multisensory experiences occurring on the first Monday of every month, and involving visual artists, live performances, food tastings by local restaurants, introductions and educational information on local Cambridge social service organizations and programs. *First Mondays @ CAC Gallery* provides opportunities to celebrate the city's dynamic local arts scene while also educating the community on exhibiting artists, arts organizations and community service agencies that actively provide support to residents of Cambridge.
- Collaborated with the North Cambridge Senior Center, Cambridge Youth Programs and the Tobin Kindergarten class of Betsy Damian to launch an educational initiative entitled *Art Through the Ages -The Public Realm*, a program designed to bring different generations together to learn about public art in Cambridge. Supported by a grant from the Cambridge Community Foundation and the Tufts Health Plan Foundation, the program consists of discussions at the Senior Center and field trips into the neighborhoods of Cambridge between May - September where seniors, teens and children will visit public art sites for interviews, artists' talks, interactive exchanges, on-site tours and picnics. *Art Through the Ages -The Public Realm* provides introduction and enrichment for selected artworks in the City collection promoting physical engagement with public space and offering an opportunity for shared experience of the city through art across generations.
- Established a CPSD & University Arts Partnership committee dedicated to working with the university communities locally to develop opportunities for collaboration, shared resources and direct support for the Visual & Performing Arts Department



Cambridge River Festival kicked off with a celebration honoring the late Dr. Hugh Morgan Hill, better known as Brother Blue – commemorated in this giant puppet. (Photo by Eric Fuller)

within the district. Quarterly meetings with leaders from Harvard University, MIT, Lesley University, the Art Institute of Boston @ Lesley University, Longy School of Music and the Cambridge Arts Council provided CPSD Visual & Performing Arts staff with direct access to officials in order to communicate needs and more fully understand the scope of arts programming and possibilities for strategic, in-depth collaboration and partner support to benefit the youth of the city.

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 31st Cambridge River Festival (CRF) took place on Saturday, June 5, 2010 with a significant focus on community involvement. In addition to continuing the recent tradition of developing intensive partnerships with Cambridge-based arts organizations and music clubs to populate the stages and performance venues at the festival, 2010 saw the launch of a new CRF Opening Ceremony developed as a tribute and celebration honoring the late Dr. Hugh Morgan Hill, better known as Brother Blue. The Opening Ceremony was created through a unique partnership between the Arts Council, Behind the Mask Theater and Revels, Inc. and included a procession to the festival site from Winthrop Park/Harvard Square led by the Second Line Social Aid & Pleasure Society brass band, a 16' giant puppet modeled after Brother Blue, a community sing and streaming parade of butterflies that took flight at the stroke of Noon to officially launch the festival. Following the Opening Ceremony, the Arts Council also introduced and presented day-long Storytelling and Poetry Venues at the festival honoring the activities that Brother Blue pursued and advocated for in his eight decades of work in Cambridge and the broader region. Also new to the festival was a partnership with FIGMENT, an organization dedicated to the identification and involvement of visual, performance and mixed-media artists from throughout New England to create dynamic and interactive artworks for the enjoyment and engagement of all festival-goers.
- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$52,000 in funding 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 34 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants to local school children to provide affordable opportunities for youth to attend professional artistic events in Cambridge and the Greater Boston area.

- Produced the 18th season of Summer in the City from June through August 2010. The citywide series targets youth ages 4-11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2009, *Summer in the City* attracted approximately 3,500 audience members over the course of a 12-week period. Artists and performers were reflective of the cultural diversity of Cambridge and partnerships were also developed with each regional business association and Cambridge Local First to present performances and outdoor family-friendly movies encouraging audience members to shop and dine at Cambridge-based businesses and establishments.
- 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 monitors to oversee performer activity and provide heightened communication, advocacy and balance relative to needs and concerns of performers, residents and local businesses.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Build Boston, Boston Cyberarts Festival, José Mateo Ballet Theatre's Dance for World Community Festival, Hong Kong Dragon Boat Festival, RiverSing, Cambridge Science Festival, HONK Festival & Parade, Make Music Cambridge, the Latino International Film Festival and DIYDS National Youth Video & Film Festival. CAC also partnered with the Arts & Business Council of Greater Boston, Cambridge Community Foundation, The Boston Foundation, MAASH, Artists' Foundation, Boston Dance Alliance, and a variety of other local organizations to engage and educate leaders in the local arts community on issues pertaining to education, funding, marketing, new technology and cultural planning.

PUBLIC ART PROGRAM HIGHLIGHTS

Completed Projects & Ongoing Projects

- **Cambridge Rindge & Latin High School/War Memorial:** Artist Mel Ziegler was commissioned to create an art project for the combined renovation projects of the CRLS and the War Memorial Recreation Center. His response, entitled *The Giving Project*, comes from his intense interest in the "creative campus" movement nationally and provides a mechanism at CRLS for arts-focused interdisciplinary projects that provide opportunities for students to further develop skills and collaborative experience by linking visual, performing and literary arts with other disciplines being taught as part of the MA curriculum frameworks.
- **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 visual and physical space for shops, restaurants,



Brendan Hogan performs during Yesterday to Today, a blues and music arts activity sponsored by New England Folk Music Archives in Bergin Park.

cultural events, diverse pedestrian activity and evening, nighttime and weekend activity.

- **Danehy Park:** Mierle Laderman Ukeles continued the development of a fifth and final phase of her artwork *Turnaround/Surround*, a multi-year project located at Danehy Park that focuses 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:** 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. Baring-Gould met with staff, residents and caretakers for the Fresh Pond Reservation to solicit information and discuss her ideas for developing sculptural elements to be located at the Reservation and focus users on the vital role that water as a resource plays to individuals and communities locally and globally.
- **Brookline Street:** Mike Mandel created a series of 11 sidewalk mosaics of various sizes that honor historic individuals, businesses and locations along the length of Brookline Street in the Cambridgeport neighborhood. Entitled, *Sidewalk Histories – Brookline Street Mosaics*, each artwork is made of small ceramic tile and is based on a photograph reflective of the rich and diverse history of this urban corridor.

Education & Outreach

- With funding from the National Endowment for the Arts and the Massachusetts Cultural Council, the Arts Council continued to facilitate the Public Art Youth Council (PAYC) program. PAYC consists of 10-15 high school students selected to represent the city's diverse geographic areas who serve as ambassadors for new and existing public art to their friends, family and related networks. Participants work under the guidance of the Arts Council'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. This initiative reverses the more common process where adults develop programming for teen audiences, allowing the students themselves paid opportunities to develop initiatives that promote the city's Public Art Collection and engage the community.

- Continued to organize and implement educational workshops and events related to the City's Public Art Collection, including a citywide bicycle tour with docent, summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours of Porter, Central and Kendall 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.

CAC Gallery

- Organized and installed another series of dynamic and educational exhibitions for the CAC Gallery, including: Michael Oatman's, *You are Here: A 21st Century Portrait*, forecasting his commission for a permanent public artwork for the West Cambridge Youth & Community Center and temporarily transformed the gallery into a working video production studio where the artist created 10-minute "still" video portraits of West Cambridge residents featuring evidence of their individual interests, work and hobbies; Halsey Burgund's sound installation entitled, *Sound Off: Connecting with Public Art in Cambridge*, designed to engage the Public Art Youth Council and promote community awareness of and gather opinions on public art in Cambridge; *Breaking Ground: The Past, Present & Future of the Maud Morgan Visual Art Center*; *100 From Cambridge: A Preview Exhibition for Cambridge Open Studios*, featuring 100 artworks by 100 artists representative of the work of visual artists living and working in all neighborhoods of the city; and *The Cambridge Street Project*, an ideas exhibition that displayed site-responsive proposals by 10 local artists charged with researching and exploring the Cambridge Street corridor between Inman Square and Lechmere and developing a proposal for artwork that will involve and engage residents and businesses along the corridor.

Art Conservation & Maintenance

- In 1996, the Arts Council initiated an Art Conservation & Maintenance Program to provide consistent and professional care to its growing collection. Following assessments of every artwork, an annual maintenance program was developed and directly overseen by a professional conservation specialist with interventions carried out by trained conservation technicians. Sculptures and murals in need of treatment are prioritized and treated under a long-range plan and records and materials information is kept in the archives. The program has developed a Pre-Fabrication Conservation Review process, in which materials, techniques, longevity and artists' wishes are all considered in a comprehensive maintenance plan.
- Conservators also provide information and advice to artists and fabricators and oversee the installation of all commissioned artwork. The program was acknowledged with a 1st Place Achievement Award from the Heritage Preservation Save Outdoor Sculpture initiative. In 2001, CAC also hosted the first-ever international conference on the conservation of public art in Cambridge. Due to the high demand for information, the Arts Council published a book on the same topic in 2002 and hosted an exhibit in the CAC Gallery entitled *Material Choice: Conservation, Science & Public Art*. The program is guided by Conservator of Public Art, Rika Smith McNally and demonstrates leadership in the public art field through professional practice, workshops and information posted on the website.

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.

Highlights and Accomplishments

- Continued full list and re-measure program for residential and commercial properties to maintain the most accurate information on condition of real estate in Cambridge.
- 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. We have taken digital photographs of 99.9 percent of the residential parcels in Cambridge and linked them to the property record card. All taxpayers are able to obtain a single document with descriptive information about their property along with a sketch and photograph.

- Continued to improve the business personal property valuation system with additional pricing codes to represent changes in equipment. The personal property software provides listing and pricing capabilities and gives the business community a computerized definition of their inventory.
- Staff will continue to provide taxpayer assistance workshops to answer general property valuation questions and provide forms for exemptions and/or abatements.

The chart below compares FY08, FY09 and FY10 taxable value for Cambridge

	FY08 Value(000s)	FY09 Value(000s)	FY10 Value(000s)
Existing Commercial & Industrial	\$7,840,171	\$8,286,998	\$8,270,727
New Commercial & Industrial	537,665	170,297	195,585
TOTAL COMMERCIAL & INDUSTRIAL	\$8,377,836	\$8,457,295	\$8,466,312
Existing Residential Property	\$13,992,434	\$14,269,148	\$14,598,742
New Residential Property	434,430	381,396	295,571
TOTAL RESIDENTIAL PROPERTY	\$14,426,864	\$14,650,544	\$14,894,313
Existing Personal Property	\$513,980	\$598,224	\$686,243
New Personal Property	222,516	169,996	224,833
TOTAL PERSONAL PROPERTY	\$736,496	\$768,220	\$911,076
TOTAL TAXABLE PROPERTY	\$23,541,196	\$23,876,059	\$24,271,701

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- As required per GASB 40 for disclosing deposit and investment risk, the department completed an analysis of the investment(s) and sorted by risk as assigned by various rating agencies.
- Promoted the participation of vendors in the electronic transfer payment option for vendors enrolled in the PayMode program. This payment method will reduce payment and processing costs, help the City to provide a more efficient business process and support the evolving demands of electronic commerce.
- Continued participation on Other Post Employment Benefits (OPEB)

Steering Committee, which coordinated the City's first-ever actuarial study to comply with GASB 45, and helped develop economic and actuarial cost assumptions and amortization methods.

- Contracted actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2010 and to develop a preliminary projection of losses and allocated expenses to be incurred during the new fiscal year, beginning July 1, 2010.
- Coordinated the 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.
- Coordinated specific requests for Accounts Payable and vendor inquiries.
- Assisted in upgrading the revenue system and ensured it posted correctly to the City's general ledger.
- Completed all Massachusetts Department 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 in a timely manner.

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 approximately 200 transfer and appropriation requests for submission to the City Council during the fiscal year.

Highlights and Accomplishments

- Monitored and balanced the FY10 Operating and Capital budgets of \$488,863,630.

- Continued to coordinate development of formal investment, debt service and reserve policies, which were adopted by the City Council as part of the FY10 Budget process.
- Received, for the 25th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY10 Operating and Capital budgets.
- Prepared all documents for \$32,225,000 Bond Sale held on February 16, 2010. This issue financed such capital projects as the CRLS Renovation Project, Sewer Reconstruction Projects and for the remediation of soil contamination and other environmental issues in connection with the construction of the Yerxa Road railroad underpass project. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3%.
- 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: FY2009 Comprehensive Annual Financial Report (CAFR), FY2009 Financial Statements, Bond Rating agency presentation document, and Official Statement for the February 2010 Bond Sale.
- Provided analysis and recommendations to the City Manager for acceptance of local option excise taxes. The Adopted State Budget provided cities and towns in the Commonwealth the opportunity to replace some or all of their loss in local aid by allowing, for the first time, an allocation of 0.75% of the Meals Excise upon local acceptance for local use, and has allowed a local option to increase the room occupancy excise by 2%. Both options were approved by the City Council in July 2009.

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 of education, culture, arts, health, human services and history.

Highlights and Accomplishments

- Introduced a new on-air host and graphics package for the CityScene monthly magazine programs.
- Produced and broadcasted the first phase of the documentary on the Prince Hall Memorial project. The second and final phase of the project will be a long-form documentary that will include scenes from the actual memorial dedication.
- Produced and broadcast segments related to the dedication ceremonies of the newly renovated Main Library & West Cambridge Youth & Community Center openings.
- With the assistance of a Community Preservation Act Grant, continued the first stage of archiving the collection of Cambridge City Council meeting tapes.
- Became the main production team and facility for the production of Behind The Pages, a book and author series that was previously produced at Brookline Television.
- 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.

- Managed the City Council agenda, which consisted of 2,137 items for calendar year 2009, and published the permanent bound record of the 2007 City Council proceedings.
- Utilized Community Preservation Act funds to upgrade the vital records storage to meet a higher standard of archival preservation and to add storage space. The construction contract has been awarded.
- Implemented digitized storage, retrieval and issuance of vital records for the years 2006 through the present.
- Participated in the City/Town Clerks Working Group with the Registry of Vital Records officials and IT staff on the Vitals Information Processing(VIP) Project to develop a web-based statewide birth record processing system that will ultimately have the capacity to enable issuance of any Massachusetts birth record from any city or town.
- Worked with the Personnel Department and the City Solicitor's Office to implement new requirements of the State Ethics Law for all municipal employees to receive copies of the law each year and to take online ethics training every two years. The new law requires clerks' offices to record and maintain documentation of these activities.
- Provided staff support for 16 City Council committees, including the Health and Environment Committee, as it guided the City Council in Cambridge's adoption of the Stretch Energy Code and the Human Services Committee as it led the policy development for creation of innovative collaborative programs such as Cambridge's Baby U parent education pilot program, which is based on the Harlem Children's Zone Baby College.

Highlights and Accomplishments

• Vital Statistics (2009 calendar year):

Cambridge residents - births in Cambridge	522
Non-residents - births in Cambridge	2,942
Cambridge residents - births outside Cambridge	649
Marriages recorded	1,214
Deaths recorded	957



Deputy City Clerk Donna Lopez searches for records in the archives vault.



City Clerk Margaret Drury posts a Public Meeting Notice.

City Council

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

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies 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 Councillors. 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 2010.
- Provided staff support and training to the new City Council and Mayor's staff with respect to policies and procedures.
- Facilitated approximately 25 square dedication ceremonies initiated by the City Council.

- Provided staff support for three sessions of the Cambridge Climate Congress.
- Provided staff support to the building dedications for the Mayor Sheila Doyle Russell West Cambridge Youth and Community Center and the Main Public Library.

City Council Goals for FY10

- GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city.
- GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- GOAL 3: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.
- GOAL 5: Promote a healthy environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.
- GOAL 6: Preserve and create affordable housing for low, moderate and middle-income residents including families.
- GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.



City Council Office Staff Mary Horgan and Sandra Albano.



2010 Cambridge City Council. Front Row: Marjorie C. Decker, Vice Mayor Henrietta Davis, E. Denise Simmons and Leland Cheung. Back Row: Sam Seidel, Timothy J. Toomey Jr., Kenneth E. Reeves, Craig A. Kelley and Mayor David P. Maher.

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. The City Manager's Office acts as overall project manager for the planning and implementation process on capital construction projects.

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 FY10, the City appropriated a combined total of \$9.05 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$92.2 million, of which approximately \$36.55 million was in state matching funds.
- Creation and preservation of affordable housing remains a high priority for the City. In FY10, the Affordable Housing Trust, chaired by the City Manager, facilitated the creation or preservation of more than 155 units of rental and homeownership housing and continued the development of more than 100 affordable units begun in prior years. New developments include a 40-unit new construction rental building in Cambridgeport, which moved through the design and permitting process in FY10 and will be under construction in FY11. The revitalization and preservation of 115 rental units at the Cambridge Housing Authority's Lincoln Way and Jackson Gardens developments, funded through federal ARRA Grants, with a substantial financial commitment from the City, will also be under construction in early FY11. Construction was completed on 34 new green affordable homeownership units at two developments in Area IV and substantial upgrades were completed on 16 rental units on Harvey Street. Construction began on 12 affordable rental units on Pine Street and 19 affordable rental units on Elm Street, while predevelopment work continued on a range of projects located throughout the city. These developments were all financed with funds generated by the CPA, with long-term affordability ensured by deed restrictions held by the City. The City assisted more than 50 new homeowners who purchased homes through the First-time Homebuyer Program in FY10, and offered first-time homebuyer workshops which served more than 550 participants.
- Open Space funds provided through the CPA enabled the City to further improve and enhance the preservation and restoration of Fresh Pond Reservation lands, including Glacken slope erosion stabilization, ecological restoration of the Black's Nook area, storm-water improvements to Stream "C" and South Pond within the Golf Course and drainage improvements along Fresh Pond Parkway.
- CPA historic preservation funds have enabled the City to complete the award-winning restoration of the Cambridge Public Library, as well as several important projects in City Hall, including restoration of the main stairs, refurbishing the City Council Chamber and installation of sprinklers throughout the building. The Collins Branch Library was restored and made accessible with CPA funds this year. Continuing restoration projects are under way at the Cambridge Cemetery and the Old Burying Ground in Harvard Square, and a large fund balance is available for the eventual restoration of the Cambridge Common. CPA funds are being used to protect City records and upgrade the condition of its archival storage facilities. The Historical Commission's CPA-funded Preservation Grant Program supported six new non-profit institution projects in FY10 and three new affordable housing projects (for a total of 97 historic preservation 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, energy consumption and group health insurance.
- Worked with a variety of City departments and Cambridge institutions to coordinate the Fourth Annual Cambridge Science Festival, a nine day celebration of the sciences and their impact on life in Cambridge. This very popular festival, produced by the MIT Museum, featured over 200 events including a kickoff Science Carnival inside and outside of the new Main Library and the CRLS Field House, a laser light show to celebrate the 50th year anniversary of the invention of the laser in Cambridge, and the second annual Curiosity Awards for Cambridge students, who expressed their wide-ranging interests in the impacts of science on their daily lives.
- The City Manager's Office continued to present two major annual community events - Danehy Park Family Day in September 2009 and the City Dance Party in June 2010. Over 5,000 Cambridge residents enjoyed free amusement rides, food, arts and entertainment at Danehy Park, our award winning recycled open space facility. This past year, a record crowd of over 6,000 people moved to the groove on Mass. Ave. in front of City Hall, which was closed to traffic during the Dance Party.



Danehy Park Family Day in September 2009 was a perfect day for Cambridge families to gather and enjoy children's amusement rides, arts and entertainment. (Photo by Linda Turner)

- 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 diverse ethnic and neighborhood festivals and celebrations.
- Worked with City departments, local cable television channels, the School Department, private non-profits and community groups in coordinating the Needs Assessment process and negotiating on the City's behalf for renewal of the cable television license.
- Participated in biweekly meetings of the Cambridge Health Alliance's Strategic Planning Committee, toward creation of its Vision 2015 report.
- Provided leadership on a range of sustainability issues including collaborating with City departments to promote GreenSense, an energy usage awareness campaign which engages City employees in municipal buildings to educate colleagues and promote energy conserving practices in their departments. Reduced electrical consumption in participating buildings by 5% in the first year of the program. Continued working with the non-profit Cambridge Energy Alliance, an energy efficiency implementation initiative designed to reduce peak power demand by all city (public and private) sectors by 50 megawatts (15% of current demand).
- Coordinated responses to various 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.

PUBLIC INFORMATION OFFICE

As part of the City Manager's staff, the Public Information Officer serves as a liaison to the community and the media, produces several City publications, maintains fresh content daily on the City's Website and Intranet site, assists City departments in promotional efforts, and communicates City information to various internal and external audiences.

Highlights and Accomplishments

- Produced *The Cambridge Life* magazine and City resource guide.
- Produced two 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 FY09 City of Cambridge Annual Report.
- Produced the PIO Update, a weekly email newsletter to City employees.
- Responded to numerous requests for City information and publications via the Website, email and telephone.
- Co-Chaired the Census 2010 Complete Count Committee.



Local youth celebrated the opening of the Mayor Sheila Doyle Russell West Cambridge Youth Center in September 2009.
(Photo by Arthur Kwesi)

MAJOR CAPITAL PROJECTS

West Cambridge Youth and Community Center/VFW

Dedicated the new Mayor Sheila Doyle Russell West Cambridge Youth and Community Center at 680 Huron Avenue in September 2009. The center includes a full size gym with dividers for multiple uses, a "teaching kitchen," a computer learning and homework center with 20 stations, a multi-purpose performance room with a platform stage, an arts and crafts room, an art wall for temporary youth exhibitions, a community meeting room and various open lounge areas.

Cambridge Rindge and Latin School Renovations

Major renovations are under way to upgrade building systems, windows, accessibility and the physical quality of the learning environment on this phased construction project, with completion anticipated for fall 2011.

Sewer Separation and Stormwater Management Projects

Sewer separation work, in the form of common manhole removal, took place in the Putnam Avenue, Flagg Street and Kinnard Street area of the City in the spring of 2009. This work, together with the common manhole removal work in the Central Square area, will mean that an additional 25 common manholes have been removed from the City infrastructure in the past 18 months. Street and sidewalk restoration work in those areas where common manholes have been removed will begin in the fall of 2010.

Street restoration was completed in July 2010 on Ellery Street between Broadway and Cambridge Street. This sidewalk reconstruction and street paving work follows the completion of the utility work associated with the stormwater management and flood protection project recently completed on Ellery Street in conjunction with the Library Expansion Project.

Sewer separation in the Whittemore Avenue area began in March 2010 and the utility work associated with this project is expected to extend until the end of the 2010 construction season. The utility work involves removal of common manholes and sewer and drain line rehabilitation throughout area streets, together with water

distribution system work and gas work by NSTAR. All streets and sidewalks in the area will be fully restored during the 2011 construction season.

The design work associated with Western Avenue utilities is ongoing. This effort is being conducted in conjunction with the design work for the reconstruction of the surface infrastructure on Western Avenue. The community process is being managed by the Community Development Department, in cooperation with the Department of Public Works. It is expected that final design will commence this fall and that construction will begin in the fall of 2011.

Construction is under way in the Agassiz neighborhood, with construction ongoing on Prentiss Street and design work wrapping up on the project scheduled for Forrest Street, where work is anticipated this fall. The construction effort is expected to finish on Prentiss Street this winter with final punch list and landscape work occurring in the spring of 2011.

Main Library Renovation and Expansion Project

Renovations to the historic building and construction of the new wing were completed and the library reopened in November 2009. This project included a major addition, preservation of the historical integrity of the original nineteenth century building, improvements to the surrounding grounds, enhanced pedestrian and vehicular access, and significantly increased energy efficiency through use of green building design guidelines. The library renovation and expansion project has already been awarded 5 prestigious architectural awards, with additional award nominations pending.

Roadway Reconstruction and Improvements

In the past year, the following street reconstruction projects have been completed in the city: Brattle Street between Sparks Street and Fresh Pond Parkway; Brookline Street between Pacific and Henry Streets; Amherst Street between Wadsworth and Ames Streets; Wadsworth Street between Main Street and Memorial Drive; and Ames Street between Memorial Drive and the dog leg crosswalk. Middlesex Street, Cameron Avenue and Notre Dame Avenue will be completed in July 2010. Many other streets are presently under construction, including: Prospect Street, which is scheduled for completion this fall; and Elm Street, Gardner Road, Robinson Street, Hubbard Avenue and Concord Avenue, all of which are scheduled for completion in 2011. Other streets that are presently under contract and are expected to be completed in 2011 include: First Street between Cambridge and Binney Streets; Cushing Street between Lawn Street and the Belmont Line; and Putnam Avenue between Flagg Street and Western Avenue. Additionally, the following streets are presently in design, and construction is expected to start this fall: Lowell Street between Mount Auburn and Brattle Streets; Pemberton Street between Fairfield Street and Rindge Avenue; Chauncy Street between Massachusetts Avenue and Garden Street; Upland Road between Raymond Street and Huron Avenue; Spring Street between Fulkerson and Third Streets; and Linnaean Street between Raymond Street and Massachusetts Avenue.

The design effort for the latest phase of the Harvard Square enhancement project is complete and the reconstruction of JFK, Dunster, Linden and Plympton Streets is expected to begin in the fall of 2010. This work will be coordinated with the ongoing MBTA Redundant Elevator project, where a new elevator, stairway and plaza will be constructed at DeGuglielmo Plaza.

A structural engineering firm has been selected for the remedial restoration work on the Harvard Tunnel at Cambridge Street, adjacent to Memorial Hall. This work will focus primarily on the structural condition of the tunnel and retaining wall approaches, but will also address the roadway condition within the tunnel itself. It is expected that this



The newly restored state-of-the-art main Library reopened in November 2009. (Photo by Bob Coe)

design effort will continue through the winter and spring of 2011, with construction proceeding in the summer of 2011.

Riverside Park on Memorial Drive

Construction of this new City park, built on top of a Harvard-owned underground garage at the corner of Western Avenue, is complete and the site was dedicated in June 2010. The new park features extensive planting, a trellis covered plaza, water fountains and water play, seating areas, a small children's play area and a grass lawn.

Clement Morgan/Pine Street Parks

Renovations to Clement Morgan Park and the adjacent playground are complete and the revitalized open spaces were dedicated in June 2010. Renovations to Clement Morgan Park include replacement of all playground equipment, new seating, lighting, landscaping and trees. The Anthony Paolillo Tot Lot on Pine Street's renovations include new play equipment and a water play feature.

Alexander W. Kemp Playground at the Cambridge Common

Upgrades and renovations to this playground were completed, including new play features, furniture, landscaping water play and signage. The playground was opened for use in summer 2009, with an official opening in fall.

Sennott Park Edge Enhancements

Redesign of the park's Broadway edge near Norfolk Street included the addition of decorative fencing, meandering pathways, plantings of flowers and bushes, recycled benches and granite boulder seating, using boulders reclaimed from the library site excavation.

Danehy Park Dedicated Off Leash Dog Area

This 1/3 acre, fully-fenced area near the New Street entry to Danehy Park includes a rice stone surface, plantings, trees, benches and a people and pet water fountain. The work was completed and the dog park was open for use in September 2009.

Pacific Street Dedicated Off Leash Dog Area

Upgrades to the off leash dog area located on Pacific Street included replacement of the turf with a rice stone surface, to improve drainage and maintenance.

Community Development

Susan Glazer, Acting 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;
- Planning and implementing energy conservation and renewable energy projects to support the City's Climate Protection goals;
- Strengthening the vitality of commercial and business districts;
- Renovating neighborhood parks and playgrounds;
- Enhancing the character of each of the City's 13 neighborhoods through neighborhood-based planning;
- Planning transportation improvements designed to accommodate all modes of transportation; and
- Managing growth to support the best long-term interests of the City.

The Community Development Department performs its work through public processes in which an array of interests and viewpoints are represented, including those of appointed boards and committees, 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.

Highlights and Accomplishments

- Worked with local non-profit housing developers and the Cambridge Housing Authority to preserve more than 115 existing affordable rental units and to create 42 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. This year, completed construction of 34 new affordable homeownership units in Area Four at two sustainable developments on Main and Harvard streets.
- As part of an overall planning and visioning initiative for Central Square, worked with City Council and the business association to host a series of public discussions, leading to the formation of working committees on Retail Mix & Vacancy, Human Service Issues, Public Relations & Marketing, Event Programming and Physical Ambiance. Conducted customer intercept survey in Central Square during summer 2009 to determine the needs of residents and visitors to the Square and provide data for public discussions.
- Completed construction of new community park at the corner of Western Avenue and Memorial Drive on land deeded to the City by Harvard University during the 2003 Riverside neighborhood rezoning. This three-quarters acre park, which opened in spring 2010, features extensive plantings, a trellis-covered plaza with



The new community park at the corner of Western Avenue and Memorial Drive provides an ideal vantage point for residents and visitors of all ages to enjoy the Charles River.



Comprehensive renovation of 45 housing units is under way at Jackson Gardens in Mid-Cambridge.

fountains, a variety of sitting areas, a small children's play area, and a large open lawn, all overlooking the Charles River.

- Worked with City Council and the community on a three-part Climate Congress and follow-up initiative to involve the City and the community more broadly in mitigating climate change.
- Launched the Cambridge Green Jobs Program, a workforce training program that will prepare 16 low-income Cambridge residents for jobs as green building maintenance technicians and energy auditors.



The Print Shop, completed in fall 2009 at 125 Harvard Street, brought 24 affordable homeownership units to the Area IV neighborhood. Built to LEED standards, green features include rooftop solar panels; high efficiency building envelope and heating/cooling systems; and energy-star fixtures and appliances that will benefit residents for years to come.

- New projects include a 40-unit building on Putnam Avenue, which moved through the design, community review and permitting process in FY10 and will be under construction in FY11. Through the Affordable Housing Trust, the City made a substantial financial commitment to the CHA for the revitalization of its Lincoln Way and Jackson Gardens properties. The CHA revitalization program will preserve 45 units in need of renovation at Jackson Gardens, and replace 60 existing units at Lincoln Way with 70 new units. Substantial rehabilitation began on 12 affordable rental units on Pine Street, while upgrades were completed on 16 rental units on Harvey Street.
- Educated more than 550 participants about homeownership at monthly workshops and provided one-on-one counseling to more than 200 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics such as post-purchase homeowner education and understanding and repairing credit in preparation for homeownership. Translators to serve speakers of Spanish, Portuguese and Haitian Creole were available on request.
- Participated in community outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Fair Housing Month events, Margaret Fuller Day, Family Fun Day, Hoops 'N' Health and the Cambridge River Festival. Conducted information sessions throughout the year to review the application process for more than 65 affordable rental and homeownership units marketed by the Housing Division.

- Assisted more than 35 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



The newly landscaped sitting area on the Broadway edge of Sennott Park offers new opportunities for enjoyment of this popular open space.

DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to create 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 FY10, the Trust was supported with a \$7.24 million allocation of funds under the Community Preservation Act. More than \$95 million in City funds have been committed since 1995 to create or preserve over 3,000 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 to leverage additional funds from other public and private funding sources.

The Housing Division works in many ways to meet the housing needs of residents. The division collaborates with local non-profit developers and the Cambridge Housing Authority (CHA) to preserve and create affordable rental and homeownership units. The Housing Division also offers education, counseling and financial assistance for first-time homebuyers, and low-interest home improvement loans and technical assistance for homeowners through the Home Improvement Program. The City further supports affordable housing production through planning and zoning policies such as the inclusionary and incentive zoning programs. The Housing Division ensures the long-term affordability of units developed under City programs through deed restrictions on each property.

- Assisted more than 50 families in purchasing homes using various City programs, including the First-Time Homebuyer Financial Assistance Program. Through these programs and with assistance from staff, more than 270 families have become homeowners in the past 5 years.

Community Development Page 3 of CDD

information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, reviewing the urban design of large development projects and providing information and technical assistance to residents, property owners, developers and neighborhood groups. The Community Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality and cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

- Completed work with the Planning Board and Ordinance Committee on new zoning to support green building practices, including adherence to LEED criteria for large scale development projects, green roofs, wind turbines and protection of solar installations.
- Published neighborhood study updates for Wellington-Harrington and Cambridgeport, and commenced neighborhood study update for Area IV. Commenced North Massachusetts Avenue planning study to explore ways to improve the character of the Avenue from Beech Street to the Arlington line and develop recommendations that address zoning and urban design objectives, streetscape improvements and enhancement of the retail environment.
- With input from the community, worked with Department of Human Services to complete "Aging in the Cambridge Community," a report on physical planning issues related to aging in Cambridge, combined with a compilation of services currently available for seniors. Completed initial phase of housing needs assessment in a report, "Housing Options for Older Cantabrigians."
- Completed renovations to Clement G. Morgan Park and Anthony Paolillo Tot Lot, and completed new sitting/garden area along the Broadway edge of Sennott Park. Evaluated the pilot year of the shared-use, off-leash hours program at Gold Star Mothers Park and Raymond Park. Completed study to evaluate and make recommendations for improved access to and activity along the Charles River.
- Worked with Planning Board on May 2010 approval of PUD special permit for 1.8 million square feet of mixed use development along Binney Street including R & D, housing, retail, open space and community-serving uses; buildings at 100 Binney Street and 41 Linskey Way were the first reviewed under the design review process. Conducted design review of development projects citywide including new housing at the former Rounder Records site, a mixed use development on the combined sites of the St. James Church and adjacent car-wash facility, and affordable housing at 625 Putnam 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 Façade, Signage and Lighting Improvement Program assists businesses throughout the city with storefront renovations and new signage and sighting to support the economic vitality of commercial districts.

- Provided matching grants for 10 commercial storefronts and provided architectural design services to 9 businesses under the Façade/Signage & Lighting Program, including Ginger Exchange in Inman Square, Flour Bakery and Café in Central Square, Evoo & Za Restaurants in Kendall Square, Flat Patties in Harvard Square, and House of Chang Restaurant on Concord Avenue.
- Presented 3 Best Retail Practices workshops to a total of 45 businesses, one for first time participants and two on advanced topics: restaurant management and retail marketing. Provided individual consultations to retailers interested in merchandising, interior design upgrades, marketing and operational improvements, and awarded 15 matching grants to assist with implementation of suggested improvements to businesses citywide including, Classic Graphx, Central Bottle Wine & Provisions and Pearl Street Market in Central Square; Salon Bellissima and City Girl Café in Inman Square; Arrow Cleaners & Tailoring and Ana Katarina Eco Gioielli in Harvard Square and MexiCali Burrito Company in Kendall Square.



The Best Retail Practices Program provides technical and financial assistance to retailers seeking to strengthen their customer base and boost sales through the enhancement of interior appearance, operations, merchandising and marketing techniques.

Community Development Page 4 of CDD

- Assisted 340 small businesses and aspiring entrepreneurs through workshops on starting and growing a business, one-on-one counseling, classes for state certification of minority and women-owned businesses, and real estate site search assistance. Offered new workshops on social media, business demographics and real estate lease negotiations.
- Supported 18 Cambridge residents enrolled in the JAS Bio-medical Career Training Program, which prepares Cambridge residents for entry-level jobs in the biomedical/bio-technology field, leading to potential increases in income.
- Provided technical assistance to various Cambridge business associations and organizations to support the vitality of the city's commercial districts. Provided information, marketing materials and hands-on assistance for such activities as reorganization, branding, communications and promotions.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division engages in energy conservation and renewable energy projects and other activities to reduce greenhouse gas emissions in Cambridge and carry out the City's Climate Protection Plan. The division also 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; and reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures are implemented.

- Continued to work with the Cambridge Energy Alliance to provide energy efficiency services to all sectors of the community: residential, commercial and municipal. Worked with other City departments on climate initiatives, including installing photovoltaic panels on two City buildings and obtaining designation by the state as a Green Community. This included adoption of a "stretch" energy code to make major new construction and renovations more energy efficient and creation of a plan to make City operations more energy efficient.
- Connected with over 600 Cambridgeport households and reduced automobile use through the first phase of CitySmart, a state-funded program to provide comprehensive neighborhood-based information and activities to encourage residents to switch from driving to walking, biking or transit. Launched the second phase of the program in North Cambridge, reaching over 250 households in the first month.
- Worked with the Climate Protection Action Committee to assess infrastructure issues related to the use of electric vehicles in Cambridge and to develop first steps to look at the city's vulnerability to climate disruption.



Federal stimulus funds are being used to install over 100 new bicycle racks throughout the city.

- With other City staff, coordinated successful application for federal energy efficiency block grant funds for projects to make City buildings more energy efficient, to conduct community outreach through the Cambridge Energy Alliance, and to install additional bicycle parking in the city. Continued purchase of renewable energy certificates to offset municipal electricity use, and continued to work with the green fleet program, leading to more hybrid and energy efficient City vehicles. Worked with the Cambridge License Commission to obtain funding for the City's Clean Air Cab program.
- Substantially completed reconstruction of Brookline Street to improve conditions for pedestrians and cyclists, and planned traffic calming projects for Pemberton, Spring and Linnaean streets. With significant community involvement, planning for the major redesign of Western Avenue was well under way.
- Worked with other City departments and nonprofits to develop Cambridge in Motion, a program to support transportation options for seniors and people with disabilities. Undertook a variety of projects to improve conditions for pedestrians, cyclists and transit users, including: installing additional bike parking; working with other departments, the City of Boston and DCR to improve bicycle and pedestrian conditions on the Charles River bridges; and reviewing development projects.
- Ridership on the EZRide, the City- and business-supported shuttle service, continued to increase with daily ridership exceeding 1,600 passengers. Continued to assist businesses developing transportation demand management programs with the goal of promoting non-auto modes of transportation.



The annual GoGreen Awards recognize Cambridge businesses, institutions and community organizations for their environmental sustainability initiatives in the areas of transportation, waste reduction/recycling, climate protection, energy and stormwater management. Since 1999, the City has presented more than 80 awards for outstanding work toward environmental goals.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Maher Park Community Garden, Summer 2009.

The Conservation Commission's purpose is to protect and enhance the city's wetland resource areas through regulatory review, planning, environmental monitoring and education. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting and inspecting projects in or adjacent to 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.

The Commission assists with the interdepartmental review of Environmental Impact Reports and state and federal environmental documents and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to 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 seven members of the Conservation Commission are appointed by the City Manager to three-year terms and are served by one permanent staff person -- the Commission Director.

In addition to administering the Conservation Commission, the Director serves on the Fresh Pond Advisory Board, the Open Space Committee, the ABC Flooding Board, the Mystic River Watershed Municipal Committee and coordinates Open Space Community Preservation Act funds and the Community Gardens Program.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups 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.

- Participated in the design and permitting of the Commonwealth's Accelerated Bridge Program.
- Served on the Fresh Pond Master Plan Advisory Board which was established by the City Manager to develop comprehensive plans for the long-term management of 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.
- Coordinated and participated in the fifth annual Fresh Pond Stewardship Award.
- Participated in the third annual Fresh Pond Day.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook.
- 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 Gardens program – establishing new gardens and upgrading existing gardens, and distributing information to interested persons.
- Participated in the first annual urban agricultural fair.
- Coordinated and participated in the second annual container gardening workshop.
- Coordinated the appropriation and distribution of Community Preservation Act Open Space Funds. During FY10, the funds were used to fund several projects associated with the high priorities of the Fresh Pond Master Plan.



Pictured at the 2010 Fresh Pond Stewardship Awards Ceremony are Conservation Commission Director Jennifer Wright with award recipients Janice Snow and Ann Roosevelt (Chair of the Cambridge Water Board). Also pictured: Philip Weinberg, a member of Cambridge Water Board.

Consumers' Council

Laura Nichols, Director • 831 Massachusetts Ave., Cambridge • 617.349.6150

The Consumers' Council is a division of the License Commission and collaborates with other City departments and outside agencies to provide resources, support and influence on consumer matters. The Council works in cooperation with the Attorney General's Office to mediate individual/business complaints in an attempt to avoid legal action by either party by providing consumer self help education/information and watching for scams and trends in the marketplace that may affect citizens. The Council also continues involvement with various consumer organizations on both the state and national level, including the Massachusetts Consumers' Coalition, the Consumer Federation of America and Consumer Action.

Highlights and Accomplishments

- Financial Regulatory Reform is an important topic that the Council has been closely following this past year. Council

staff had the opportunity to discuss financial reform with Senators Robert Menendez and Jack Reed, both members of the U.S. Senate Committee on Banking, Housing and Urban Affairs, at Consumer Federation of America's Financial Services Conference.

- A major outreach focus for the Council continues to surround financial literacy education. Council staff presented seven public education forums and published three articles concerning various financial topics including senior financial scams; the Credit Card Accountability, Responsibility, and Disclosure Act; debt collection and debt settlement; and credit reporting and scoring.
- The Council launched and continues to maintain an official Twitter account, which has proven to be a useful tool for posting information concerning consumer rights.

Election Commission

Tanya Ford, Executive Director • 51 Inman St., Cambridge • 617.349.4361

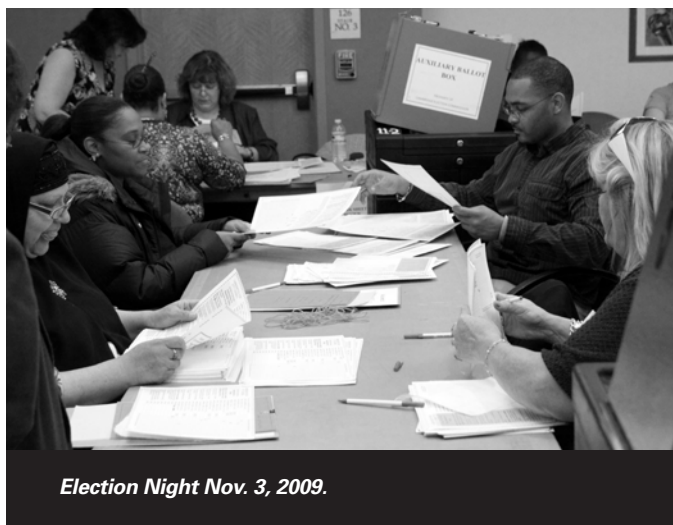
The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers 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 the 2009 Municipal Election (27% turnout), which also required adopting procedures for administering the first organized write-in/sticker campaign under Cambridge's Proportional Representation system for electing municipal candidates. Processed 793 new voter registrations and 908 Absentee Ballot applications.
- Conducted 5-day hand recount of computerized Proportional Representation count for School Committee election. Worked with technical consultants to determine procedures for matching electronic ballot records with actual paper ballots; hired 25 recount workers; replaced the old "pigeon coops" with new paper boxes to hold ballots; and set up the new West Cambridge Youth Center to accommodate the recount.
- Conducted the December 8, 2009 Special Primary (27% turnout), January 19, 2010 Special Election (54% turnout), April 13, 2010 Special Primary (15% turnout) and May 11, 2010 Special Election (4% turnout). Processed a total of 2,533 voter registrations and 2,702 absentee ballot applications.
- Organized the Cambridge Complete Count Committee for the 2010 U.S. Census, with members from local government,

religious and educational institutions, neighborhood groups, area businesses and non-profit organizations. Organized a successful kick-off event at the City Council Sullivan Chambers.

- Continued enhancement of Election Commission Website has dramatically increased usage and provides Cambridge residents with current election information, voter registration and absentee ballot application deadlines, and information about the Annual City Census and 2010 U.S. Census.
- Held a public meeting on "Recent Trends in Elections" at the Senior Center featuring Rachael V. Cobb, Assistant Professor of Government at Suffolk University. Topics included: Election Websites; Poll Worker Training and Voting Technology.



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 all City departments, municipal buildings, and parks and outdoor recreational areas. The department also installs and repairs communications systems, including telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks for City buildings. Additionally, the department oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- Completed the installation of lighting improvements and new lighting in the basketball court at Clement Morgan Park, as part of the park renovation project.
- Extended City Fiber Network to sites within the city to improve operability of the citywide public safety radio system and connected the Fire Dept. property on Smith Place; installed local area data networks and telephone wiring for City departments and responded to trouble calls for telephone circuits.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system.
- Continued servicing streetlights, patrolling areas for broken lights and responding to calls about malfunctions; continued re-lamping program, completing work in Neighborhoods 11, 12 and 13; improved lighting at various locations.
- Installed an emergency lighting system for the Traffic Department at the First Street garage, including an emergency generator; installed an access security system for the Department of Public Works.
- Installed holiday lighting on street trees and temporary trees; assisted with the installation of lighted banners in Harvard and Central Squares and assisted with improvements to holiday lighting in both Harvard and Porter Square.
- Working on design for lighting improvements in Harvard Square and Western Avenue in conjunction with future roadway reconstruction.
- Assisted departments with audits for the installation of energy efficient lighting at eight buildings, four schools and four municipal buildings.

Emergency Communications

George Fosque, Director • 125 Sixth St., Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC), now relocated to the Robert W. Healy Public Safety Facility. 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 answers 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

- Projected to answer over 41,000 emergency calls and dispatch to over 100,000 police, fire and EMS incidents in the city.
- Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by leading or coordinating projects to upgrade subway communications throughout the MBTA network and continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters.
- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Coordinated the preliminary work necessary to replace the aging (14-year-old) Computer Aided Dispatch (CAD) system scheduled for FY11.
- Received grants totaling over \$350,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 400 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Coordinated, assisted with and programmed the new Public Safety network in the city.
- Assisted the State 911 Commission and 911 Department in developing Operational, Training and Grant guidance standards and policies for 911 centers, especially in the areas of PBX 911 phone systems, emergency medical dispatch and the creation of regional 911 centers.

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. The independent auditor also makes recommendations to improve the City's financial management.

Revenue Collection/Treasury

Michele Kincaid, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$409 million in receipts and issues approximately 185,000 bills and notices. Our goal for the current year is to raise customer awareness of the City's schedule for mailing tax bills, property values, taxes, abatements and exemptions through distribution of three newsletters, notices on the City's Website and City TV-8. The office also 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 574 IRS Form 1099s.

Highlights and Accomplishments

- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three

separate newsletters explaining the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.

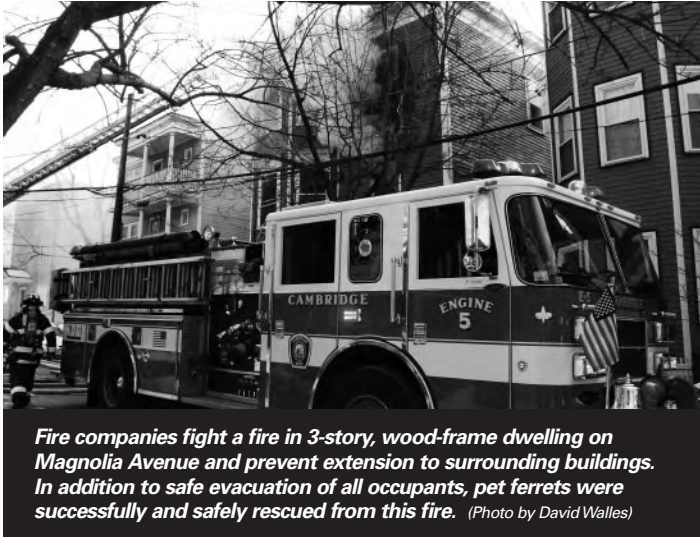
- The Other Post Employment Benefits (OPEB) Working Group continues to oversee the implementation of GASB 45, which in FY10 included overseeing and analyzing the results of the second OPEB actuarial study. The working group made recommendations to the City Manager to accept Chapter 279 of the Acts of 2008, which provides for the establishment of the OPEB liability trust fund. The Trust Fund is in an irrevocable trust and its assets can only be used to fund the OPEB liability. The Working Group also recommended providing initial funding to the OPEB liability trust fund through a \$2 million transfer from the Health Claims Trust account. Both recommendations were submitted to and approved by the City Council in December 2009.
- Continued to manage the City Scholarship program. During FY10, the Finance Department continues to collaborate with CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. The City awarded scholarships to 39 recipients this past spring.
- The Investment Oversight Committee developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) funds deposited into the Irrevocable Trust created in early 2010. The Committee has retained a professional investment advisor for assistance.
- Issued \$32.2 million in General Obligation Bonds to finance such capital projects as the Sewer Reconstruction Projects, the CRLS Renovation Project, building renovations and the Radio System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 24th consecutive year.



Recipients and City officials at the 2010 City Scholarship Awards Ceremony. (Photo by Bob Coe)

Fire

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



Fire companies fight a fire in 3-story, wood-frame dwelling on Magnolia Avenue and prevent extension to surrounding buildings. In addition to safe evacuation of all occupants, pet ferrets were successfully and safely rescued from this fire. (Photo by David Wallis)

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.

Staffed by 276 sworn members and 10 civilian members, the Department consists of 2 Line Divisions and 5 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, Emergency Preparedness and Coordination, and Administrative Services. In this fiscal year, the Cambridge Emergency Management Department became a unit of the Fire Department's Office of Emergency Preparedness and Coordination.

Highlights and Accomplishments

- There were 13,538 emergency incidents which generated 31,907 emergency responses. There were 111 building fires, 891 inside fires, 995 fires of all categories, 206 hazardous materials incidents, and 6,126 emergency medical incidents. Major fires included 4 Second-Alarm Fires and 8 Working Fires. There were also 54 carbon monoxide contamination incidents during the fiscal year.
- Battled and controlled several major fires during the year; a 3 story, wood residential building on Cambridge Street (July); a restaurant on Eliot Street (August); 2 ½ story, wood-frame dwelling on Ash Street (October); structures under construction on Memorial Drive (July and November); a fire in a commercial building on O'Brien Highway (December); 3 story wood, residential fire on Magnolia Ave. (January); a fatal fire in a hi-rise apartment on Landsdowne St., (March); a fire in a mixed commercial/residential building on Hampshire St. (May) and a fire in a 3 story wood-frame dwelling on Elm St. (June).
- Processed 15 new firefighters to fill existing vacancies. Two of these firefighters have been previously trained and certified as Firefighter I/II, and following one week of supplementary in-house training,

were assigned to fire suppression companies. The other 13 new firefighters spent 12 weeks at the Massachusetts Firefighting Academy Recruit Training Program and graduated in February 2010. Following two weeks of in-house training via the Cambridge Fire Department Training Division, these firefighters were assigned to fire suppression companies.

- Placed in service a new 105 foot aerial ladder for Ladder 1. This truck is a 2010 Pierce Arrow XT that replaced an 18-year-old truck. The former Ladder 1 will be designated as spare apparatus.
- Engine Company No.1 has been established as a Paramedic Engine Company, Originally organized in 1832, following 177 years of continuous service, Engine No. 1 is now Cambridge's first Paramedic Engine, complementing the other three Fire Department paramedic units, Rescue Company No. 1, Squad No. 2 and Squad No. 4.
- In cooperation with the Public Works Department, major work was done to update the living quarters at the Lafayette Square and the Headquarters fire houses. These upgrades included replacement of shower and lavatory areas, which were 75 to 100 years old. The ceilings above the apparatus floor at Lafayette Square also have been replaced.
- Ongoing maintenance and repairs by the Public Construction crew have continued at all firehouses. Public Construction maintenance has included painting, plastering, carpentry and replacement of windows. These 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.
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and the Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE mass inoculation drill at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was again set up and utilized during this drill.
- Continued the Fire Company Technical Rescue training. This training has included Trench Rescue, Rope Rescue and Structural Collapse Rescue.
- 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.

FIRE DIVISION OVERVIEWS

Fire Suppression

The primary responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against hostile fires. This defense includes the protection of life, property and the environment. In addition to fire defense, the ever-expanding fire suppression duties include prevention of fires, provisions for pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor or rail vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities.

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, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

Fire Prevention Division

The Fire Prevention Division strives to prevent hostile fires from occurring. By educating residents, youths, building owners, business people and other members of the public, this division provides invaluable public safety service. Public awareness and education of fire danger and procedures to use in case of fire have undoubtedly helped to reduce fire danger in the city.

The Fire Prevention Division is responsible for providing 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 Cambridge Fire Dive Rescue Team members prepare to enter the water in Boston Harbor during "Operation Ready," a simulated commercial airline crash into the harbor. (Photo by Steven Brown)



Members of the CFD Technical Rescue Team review skills and safety procedures in trench shoring and collapse rescue. (Photo by Tara Bithia)



Upon completion of recruit training and national certification to Firefighter I/II level, new firefighters were assigned to work in various fire companies throughout the city. (Photo by Howard Smith)

The Fire Prevention Division is also responsible for ensuring compliance with Nicole's Law, the state carbon monoxide detector law.

Training Division

Firefighter training involves the ability to perform safely and aggressively in some of the most hazardous of situations. Training is divided into three major categories, fire suppression and emergency response, emergency medical care and technical skills. Among the multitude of skills, fire suppression training includes operations in hazardous atmospheres, use of self-contained-breathing-apparatus (SCBA); and rapid-intervention (RIT) to rescue the rescuers.

Emergency medical training includes the ongoing skills development and review in classroom and practical settings, including the simulation lab (SIM Lab). Cardio pulmonary resuscitation (CPR) and semi-automatic external defibrillation (AED) skills are also reviewed and members certified in-house.

Technical rescue skills training includes hazardous materials response, trench rescue, high-angle rescue, water and ice rescue, structural collapse rescue, radiological emergencies and homeland defense against terrorist attack.

The CFD Training Division also supplements the training for our new firefighter recruits. Following 12 weeks of recruit training at the Massachusetts Firefighting Academy and their successful graduation and certification to National Firefighter I/II level, CFD Training will provide in-house training, which includes driver operation of emergency vehicles.

The CFD regularly trains with public-safety colleagues in Cambridge, including Cambridge Police Department, Professional Ambulance and Cambridge Public Health Department. CFD also participates in ongoing training with Boston MetroFire communities and Urban Area Security Initiative (UASI) communities. This training ranges from small, multi-company operations to large scale subway derailment, fire and mass casualty incident drills.

EPAC (Emergency Preparedness and Coordination)

Emergency Preparedness and Coordination (EPAC) incorporates the duties of the Local Emergency Planning Committee (LEPC) Coordinator as well as broadened responsibilities with regard to emergency planning throughout the city. The Cambridge LEPC is fully MEMA certified. In 2010, the **Cambridge Emergency**

Management Department became a unit of EPAC and its responsibilities have been absorbed by the EPAC office. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:

- Coordinates the inter-agency planning and response to hazardous material/terrorism incidents.
- Reviews the operation of laboratory/research facilities for permitting.
- Conducts periodic compliance inspections of laboratory/research facilities.
- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health officials on emergency planning and response coordination.
- Represents the Cambridge Fire Department on the City's Special Events Committee.
- Serves as the Public Relations/Public Information Officer of the Cambridge Fire Department.
- Oversees the SAFE, Student Awareness of Fire Education program.
- Coordinates with city, state, federal and private sector agencies in planning and preparation for natural and man-made disasters.

Technical Services

The Technical Service Division (TSD) is responsible for purchasing and maintaining the fire apparatus and equipment that are the necessary tools for the members of the Cambridge Fire Department. The TSD is also responsible for the operations of eight fire houses. This includes the internal systems as well as the exterior envelope of the building. The TSD provides IT to the department members and is part of a Public Safety IT Team which manages all of the computers, servers and other IT equipment.

The TSD procures, maintains and calibrates the various sampling devices and meters used by the Fire Department Hazardous Materials Team. These devices can be used to detect substances that range from carbon-monoxide and natural gas to gaseous, liquid, and particulate weapons of mass destruction.

The Motor Squad works under the umbrella of the TSD and provides repair and regular maintenance to the fire departments vehicles. The TSD also prepares specifications for the renovation as well as the purchase of new equipment.

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.



CFD Hazardous Materials Task Force members quickly contain and isolate a chemical release and decontaminate entry team member. Cambridge Fire is one of only two communities in Massachusetts to maintain a hazardous materials response task force. (Courtesy CFD Photo)

GLBT Commission

John Gintell/Sarav Chithambaram, Co-Chairs • City Hall • GLBT@cambridgema.gov

Initially formed in 2004, the Gay, Lesbian, Bisexual and Transgender (GLBT) Commission began meeting in 2005 and was later enacted by City Ordinance on October 29, 2007. The mission of the GLBT Commission is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission also monitors policies and practices that have a positive effect on the health, welfare and safety of all persons who live, visit or work in the City of Cambridge with regard to sexual orientation and gender identity.

Highlights and Accomplishments

- Partnered with the U.S. Census Bureau to promote the importance of the 2010 Census for same-sex married couples and same-sex domestic partners, given that this is the first time in the history of the U.S. Census that these partnerships will be counted.
- Participated in numerous community outreach events to distribute census materials and GLBT Commission information. Events included a Boston Derby Dames (Roller Derby), the Somerville Cambridge Elder Services Elder Care Fair, the Harvard

Square MayFair, and the Cambridge River Festival.

- Assisted Cambridge Rindge and Latin High School's new Diversity Programs Coordinator with the reinvigoration of Project 10 East, one of the nation's oldest student gay straight alliances. Established liaison with Prospect Hill Charter School and the Community Charter School of Cambridge.
- Received a Recognition Award from the Gay Officers Action League (GOAL) for the Commission's work with the Cambridge Police Department on GLBT sensitivity training.
- Strengthened the involvement of the Cambridge Police Department (CPD) to include CPD representation at each monthly Commission meeting.
- Participated with Somerville Cambridge Elder Services on the planning for a monthly GLBT Elders meal event. The first dinner was held in June.
- Partnered with the Mayor's Office to achieve increased community participation at the City's Annual Gay Pride Brunch held on June 12.

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 two historic districts and four neighborhood conservation districts, as well as 30 designated landmarks and 50 properties with preservation restrictions. In FY10, the CHC reviewed over 375 applications for work at designated properties. The Commission also reviewed 30 applications to demolish buildings over 50 years old and imposed a six-month delay on several of the most significant buildings.

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 program. In FY10, five grants helped low- and moderate-income owners and affordable housing agencies preserve the historic character of Cambridge residences; six grants helped restore significant structures owned by non-profit organizations. The CHC continued to oversee the restoration of historic public areas, such as Fort Washington and the Old Burying Ground, and maintain City monuments and statues.

In FY10, staff presented 45 programs to almost 1,400 children and adults. Staff also responded to more than 60 telephone, mail and e-mail inquiries each week, and assisted over 335 researchers in person. Almost 400,000 visitors viewed the department's Website. In May 2010, the Commission honored 10 projects and two individuals with Preservation Awards at the 14th annual Preservation Recognition Program.

Highlights and Accomplishments

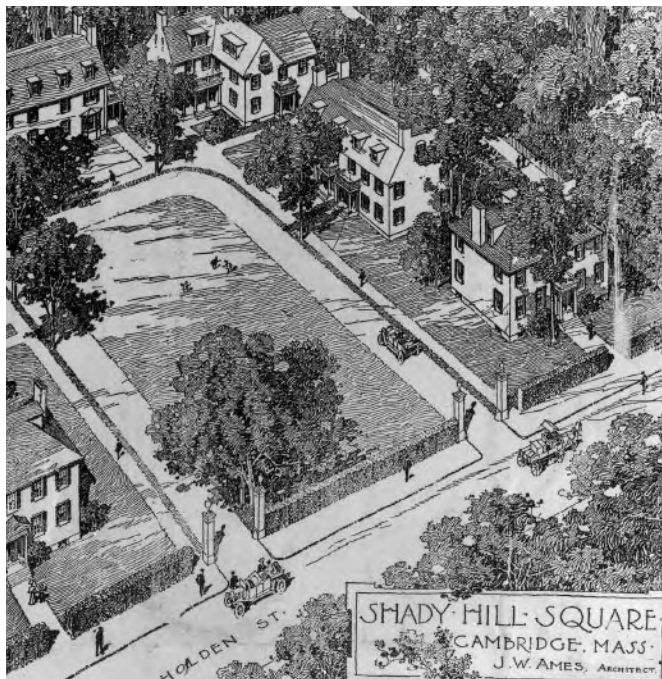
- Conducted design review and compliance of large projects in neighborhoods throughout Cambridge, including the Cambridge Public Library (completed); 195 Brattle St.; 45 Foster St.; 79 Raymond St.; and 9 Sibley Court. Consulted on historic paint colors with over 30 private homeowners.
- Supported historic preservation projects with CPA funds. Projects included exterior restoration of five affordable housing projects (approx. \$130,000); renovation of City-owned historic structures and landscapes, including Engine 9, Engine 5, and the Cambridge Cemetery and the Old Burying Ground; and care for municipal archives, including digitization of records at Cambridge Public Library and improvements to the City Clerk's vault. CPA funds also supported restoration of several significant buildings owned by non-profit organizations, including gutters and stained glass windows at St. Mary's Church (134 Norfolk St., \$75,000); a new roof at the Mercy Corps headquarters (9 Waterhouse St., \$50,000) and gutters at the Holy Trinity Parish House (145 Brattle St., \$18,100).
- Published *Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge, Massachusetts* after a four-year effort to record the experiences of more than 125 Cambridge veterans and home front participants, told by soldiers in combat, nurses in hospitals, women who worked at the Charlestown Navy Yard and defense industries, and service-men's families who waited at home.

Common Cause, Uncommon Courage

WORLD WAR II and the HOME FRONT in CAMBRIDGE, MASSACHUSETTS



Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge explores the experiences of Cambridge men and women at home and abroad through personal remembrances, photographs and historical overviews.



A grant of \$175,000 in CPA funds secured preservation restrictions on Shady Hill Square, a 1915 Garden City development of seven houses around a common green, and ensured perpetual public access to the open space.

Historical Commission

Page 2 of Historical Commission

- Completed landmark designations of the William Dean Howells House, 41 Sacramento St., and the only surviving “Spectacular” (incandescent and neon) sign in Cambridge, the Shell Oil Co. sign on Memorial Drive. Completed a landmark study of the 1910 Masonic Temple at 1950 Mass. Ave. and initiated a landmark study of the 1888 St. James’s Episcopal Church at 1991 Mass. Ave.
- Received City Council approval of amendments to the Avon Hill Neighborhood Conservation District Order and its enabling ordinance.
- Began a neighborhood oral history project in Area IV and conducted initial interviews with community activists and elders. Once highly industrialized, the neighborhood is now one of the most ethnically diverse in the city.
- Conducted seminars for members of Cambridge Historical Commission and neighborhood conservation district commissions, including presentations on due process, conflict of interest, defensible decision making and architectural design review.
- Participated in regional planning committees for Margaret Fuller’s 2010 bicentennial celebration and the 2010 sesquicentennial celebration of Henry Wadsworth Longfellow’s poem, *Paul Revere’s Ride*.
- Supervised an intern who assisted in obtaining images and permissions for a forthcoming book, *Building Old Cambridge*. An archives intern from Simmons College processed papers of the Cambridge Planning Board from 1989 to the present.
- Improved accessibility to online historic resources by adding finding aids for archival collections and updating the Website with staff reports of preservation activity.
- Organized the 9th annual *Cambridge Discovery Days*, free walking tours and events on August 8 and 15, 2009. The events attracted over 400 participants and included walking tours of neighborhoods, Fresh Pond and Mount Auburn Cemetery, dramatic presentations, and children’s programs.

Human Rights Commission

Colleen Johnston, Acting Executive Director • 51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents 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 education. Additionally, the Commission educates the public, including school-age children, about their rights and responsibilities under the law. The Commission also reaches out and collaborates with other City agencies and organizations on issues relating to civil rights.

Highlights and Accomplishments

- Investigated over 29 claims of discrimination in Cambridge in FY10.
- Continued implementing mediation as a component of the Commission’s enforcement mission. Successfully resolved two complaints through Commission-assisted mediation.
- Worked with the Commission for Persons with Disabilities to review and revise the City’s ADA Grievance Procedure.
- Continued an outreach program that includes a Website, brochures in various translated versions, Public Service Announcements (PSAs) on local cable channels and a civil rights curriculum.
- Facilitated civil rights workshops to immigrant communities by partnering with other civil rights organizations.
- Continued to train Commissioners and staff in skills related to the work of the Commission.
- 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 the annual Fair Housing Month Celebration in April. Sixty-four 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, Cambridge Savings, East Cambridge Savings Bank and several local businesses donated money, savings bonds and gift certificates toward the awards and prizes for the winners.



Cristina Vaca and Mirella Greenberg,
First/Second Prize Poster Winners.



Innovations in Fair Housing
Award Winner Marianne
Colangelo.

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, the King Open Extended Day Program and Baby U, a parenting program modeled after the Harlem Children's Zone Baby College. The department also provided planning support for residents and providers exploring Aging in Place for Cambridge seniors. The depart-

ment continues to promote its online comprehensive resource guide www.CambridgeSomervilleResourceGuide.org and its companion paper directory to enhance accessibility of services to residents.

Highlights and Accomplishments

- Served 37,868 meals and snacks in 27 sites throughout the city during the 2009 Summer Food Service Program covering camps, parks, pools and housing developments.
- Launched the Pilot Baby U parenting program in North Cambridge serving 23 low income families, helping them to enhance their parenting skills and connecting them to a variety of community services so that they can better promote their children's physical, emotional and educational development.
- Through the King Open Extended Day Program, provided over 120 children with a linked school day and after-school experience that supports the developmental needs of each child and promotes learning and academic engagement.
- 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, and Danehy Park Family Day, among others.
- Across all of the department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, expanded communication to families about inclusion efforts and strengthened linkages with schools.
- In collaboration with the Police Department, conducted door to door outreach campaigns in four housing developments, reaching over 1,000 households with information and resources for families.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Provided outreach and programming to fathers through the Center for Families, with an eight week Nurturing Fathers program, a Dad's breakfast program, a Dad's support group and a Dad's corner in the bimonthly newsletter.

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. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary educational institutions. The Office operates a number of programs to increase the employability of residents and manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. OWD coordinates local teen serving agencies to share resources and encourage collaboration and sponsors professional development opportunities for frontline staff.

- 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.
- Successfully operated Cambridge Works, a transitional employment program for adults ages 18-35 with major barriers to employment,



Parents welcoming guests in their native languages to the first Baby U Graduation.

Human Services

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providing them with a temporary City job, intensive case management, soft skills development and job search assistance to help them find unsubsidized employment after program completion.

- For older teens, operated an internship program with Harvard University's clerical union and 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 900 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 local homelessness Continuum of Care, which brings to the City and non-profit agencies approximately \$2.5 million HUD 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, 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 more than \$2.9 million dollars in federal, state and other grants that flow through the division to community agencies for youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities.

Multi-Service Center For The Homeless

The Multi-Service Center (MSC) serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men, in partnership with the YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. This year, the MSC implemented the federal stimulus-funded Homelessness Prevention and Rapid Rehousing Program, providing case management and financial and legal assistance for tenants who face loss of their housing or those who have already become homeless. DHSP-staffed programs are complemented by services provided on-site by Heading Home, Inc., Eliot Community Human Services, LIFT Cambridge, 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.



Teens from the Neighborhood Service Project Breathe Cambridge, a community service learning program jointly run by the Office of Workforce Development and the Youth Centers, participating in the Harvard University's Athena women's conference.

- Placed 475 individuals in temporary or permanent housing.
- Helped 375 individuals and 600 families maintain their 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 receives 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.
- The Coalition's Reality Check social marketing campaign, Parent Like You Mean It!, reached out to parents of middle school youth to encourage talking with kids about alcohol and effective limit setting. Posters were placed in subway trains and buses, and parenting tips have also gone out through a Website, a Facebook Group and texting or e-mailing.
- The Coalition launched OPEN, the Overdose Prevention and Education Network, a program to prevent fatal and non-fatal opioid overdoses, utilizing risk reduction strategies.

Commission for Persons with Disabilities

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

- Provided technical assistance and over 100 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 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.

SUMMER IN THE CITY

Presented in City parks and public spaces in July and August by the Cambridge Arts Council, 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, but is fun for all ages!



Photo above by Jessica Farrell.



Photos by Eric Fuller.



CAMBRIDGE RIVER FESTIVAL

The 31st *Cambridge River Festival* in June featured a significant focus on community involvement. This year, the Festival's Opening Ceremony served as a tribute and celebration honoring the late Dr. Hugh Morgan Hill, better known as Brother Blue.



Photos: three photos at left by Charles Daniels; photo above by Stephanie Chappe.

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 June, 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's stage, amusement rides, free hot dogs and sodas, music, roving performers and more!



Two photos at right by Linda Turner.

Human Services

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. Major initiatives of Kids' Council are the Agenda for Children, the Center for Families, Youth Involvement and Inclusion 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, a youth delegation went to the National League of Cities Conference and 17 Youth Leaders participated on the Youth Involvement Subcommittee.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as *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 1,600 classes were offered for children and adults along with numerous family and senior trips.



Excited children from the Community Schools on a Godzilla Aquarium field trip.



Community School Arts in the Park event at Dana Park.

- Sponsored 33 community building events and over 50 events for families in various neighborhoods of the city.
- Offered 107 *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 provide extended day for summer school sites.

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. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues and citywide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors adult softball and basketball leagues, as well as children's activities at neighborhood parks and playgrounds, the Gold Star Pool and the newly renovated War Memorial Pool. 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 24th Annual *CityRun* and *CityWalk* road race, which attracted over 1,500 participants and raised \$28,000 in donations. *CityRun* was named one of the top 100 road races in New England by New England Runner Magazine.
- Sponsored 152 youth and 88 adult recreation and swimming classes.
- Staffed City Sports Commission working to enhance coordination and access to sports for all youth.
- Promoted "Screen on the Green" outdoor family movies and family arts performances in different neighborhoods of the city.
- In conjunction with the City's Youth Centers, provided a school year, middle school travel basketball league and summer basketball leagues for children, pre-teens and teens.

Human Services

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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 45 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 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 Senior Centers meet the needs of Cambridge's seniors, Advisory Committees meet regularly with staff and provide input.



King Pre-Schoolers playing drums they made in learning about music.

- Provided over 3,700 information and referral services to seniors, including playing a major role in sponsoring information sessions and assisting seniors with health insurance related issues.
- Coordinated services such as meals, transportation, counseling and referral to homemaker and other home based services as well as numerous other social, advocacy, recreational and support services for more than 500 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 10,000 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 27,000 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 Preschool Programs, seven licensed Afterschool Programs and programs offered by the Center for Families. Pre-School programs, strategically located in six elementary schools, serve 120 children ages 2 years and 9 months to 5 years. 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 seven classrooms have received accreditation with the National Association for the Education of Young Children.

Afterschool Programs serve 170 children ages 4½ to 12 in seven classrooms located in four 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 in 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.



Children learning to ice skate in the Recreation Division's Learn to Skate Program.



Cambridge seniors at a celebration lunch thanking them for their volunteer services.

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 over 255 children daily, with 40% of children receiving financial aid through the City or State.
- Provided over 500 families with children birth to age 6 with a wide variety of programming including 12 different weekly playgroups, newly revised fathers and mothers groups, 10 community-building events such as family dances, field trips, etc.
- Co-sponsored with other partners, citywide events such as Family Literacy Fun Day at City Hall and the new Social and Emotional Development Training for providers.
- Received Universal Pre-Kindergarten Grant funding from the state to support quality initiatives and professional development for pre-school staff.

Community Learning Center

The Community Learning Center (CLC) provides Adult Basic Education classes in the following areas: English for Speakers of Other Languages; Citizenship Preparation; basic literacy and numeracy; GED and Adult Diploma preparation; and the Bridge Transition to College Program.

All students receive educational counseling. In addition to classes, individual tutoring with trained volunteers is available. Students can also learn basic computer operations and practice their language 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.

CLC students come from 70 different countries, with over 40 different native languages represented. Approximately 45 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; distance learning for ESOL students, the integration

of health literacy, employability skills, civic education and parenting curricula; onsite workplace education classes for employees of Cambridge businesses; family literacy classes; and leadership training in the areas of health, children's literacy, school success and community outreach.

- Provided adult basic education classes to more than 900 adults.
- Collaborated with the American Red Cross to train 13 ESOL students as nurse assistants and home health aides.
- Provided ESOL classes at Mt Auburn Hospital and initiated a collaborative workplace education program with Cambridge Health Alliance and Spaulding Hospital Cambridge.
- Provided job readiness, financial literacy, family literacy and health education to students.

Youth Programs

The Cambridge Youth Program offers diverse high quality programs that promote leadership and youth development through enrichment activities, unique experiences and opportunities to develop relationships with adults and peers. The programs enable youth to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life. Programs are offered through five fully equipped youth centers located in different neighborhoods of the city. A diverse and multi-talented staff is available to provide direct service and mentorship to more than 1,000 youth. In the afternoons, the centers run pre-teen programs licensed through the Department of Early Care and Education. The Youth Program also operates two Middle School Partnership Programs, one in conjunction with the Peabody School and one in conjunction with the King Open School designed to attract, support and challenge middle school youth.

Each youth center offers teen programs in the evenings. The Youth Program continued this year to strengthen teen programming through partnerships with MIT for an environmental radio program, through City Peace, a violence prevention program funded by the state, through peer to peer outreach programs and leadership development programs. During the summer, the youth centers operated four summer camps, a youth basketball league and several teen summer community service learning programs.



A celebration of students who have recently become citizens at the Community Learning Center.

Human Services

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- Launched “Youth Tech” a new STEM (science, technology, engineering, mathematics) internship program for 25 teens with a grant from Microsoft. Teens were trained in Web design, Video and Audio Production and Graphic Design by professionals and created real-world projects that were presented to the community.
- Strengthened the collaboration with the Police Department through biweekly meetings to conference about individual youth with the Cambridge Health Alliance and partnered with Police to have officers participate daily in summer programs and in co-sponsorship of a basketball league for older teens in North Cambridge.
- Through the Agenda for Children Out of School Time Initiative, pre-teen and middle school programs participated in intensive efforts to improve program quality, working with both internal and external coaches.



Youth Center teens at Microsoft after presenting their work as part of the Youth Center/Microsoft collaboration teaching youth Web and graphic design and audio and video production.

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 Website, 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

- Implemented new City, Library and Public Works Websites with a new look and feel, as well as navigation to streamline access to all City services offered on the Web.
- Installed new “green planet” software for shutting down PCs when they are inactive.
- Assisted the new Main Library in installing 170 new PCs, a state-of-the-art VoIP telephone system and new wireless network.
- Implemented online Activity registration application for DHSP programs, golf course, War Memorial, recreation, facility reservation, pass management, ID cards, point of sale, tee times and memberships.
- Conducted a citywide flyover of Cambridge in Spring 2010 for the creation of new GIS base map layers and color orthophotos (seamless aerial photos). Includes paved surfaces, buildings, rail lines, water bodies, pavement markings and traffic features.
- Improved Web-enabled interactive GIS tool, Cambridge CityViewer, for City staff and for use on the Internet. Added many more links to Assessing data, added 1947 aerial photographs, an improved water distribution system viewer and a new oblique image viewer. All viewers are available to the public.
- Continued a full review for the U.S. Census 2010 Local Addressing Program (LUCA) and participated in the New Construction Program. This information will aid the U.S. Census in delineating accurate census tracts and boundaries in the 2010 Census.
- Implemented the online submission of parking consideration requests to the Traffic & Parking Department and 30 licenses and permits for Licensing Commission.
- Provided online application and payment capability for 7 Public Works permits. Implemented the online submission of 5 new permits for Public Works: White Goods, Park Use, Easement Overhang, Manhole Access and Discharge Permit. Developed modifications to Sidewalk Business Use, Newsrack and Excavation Permits.

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

- Worked with various City departments to enforce the new Dumpster Ordinance, for approximately 700 dumpsters in the city and ensure control of rodents.
- Worked with Cambridge Public Health Department in enforcing the new Trans Fat Regulations to all the food serving establishments in the city.
- Completed phase 1 of the online permitting process.
- Worked with the Community Development Department on the implementation and enforcement of the new Stretch Code effective July 1, 2010 as part of the State Building Code.
- Worked with the Community Development Department on creating a Green Building Ordinance for presentation to the City Council.

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 successfully defended challenges to various provisions of the City's Ordinances. Other substantial litigation this year included public works, public construction, and environmental cases and successful minimization of the amount of judgments and settlements in negligence and contracts cases.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and

provided training to boards and commissions regarding their duties, conducting public meetings, ethics and conflicts of interest.

- Provided substantial analysis, review and advice relating to:
 - Assisting the Election Commission with a municipal election involving a write-in campaign, a vacancy recount and a number of special elections;
 - Contracting and permitting issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects;
 - Drafting numerous legal instruments related to real estate transactions, large project development, including environmental impacts of construction and other environmental issues;
 - Assisting with the cable television license renewal process;
 - Developing and implementing statutory ethics summary notification to and online training for all City employees;
 - Developing policies for compliance with federal and state statutory and regulatory requirements pertaining to electronic litigation discovery, data security breaches, the storage and destruction of confidential personal information of residents, and a "red flag" alert of attempted identity theft;
 - Housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing; and
 - Working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

CPL by the Numbers in FY10

- Checked out 1,087,446 items;
- 45,145 new books, compact discs, DVD's and other materials were added to the collection, a 12% increase over FY09 and 57% increase over FY08;
- 10,462 new cardholders were registered (a 59% increase)
- 863,675 page views and 193,028 user sessions on the library Website;
- Processed 203,358 incoming and 63,610 outgoing reserve items;
- Hosted 116,542 public computer sessions, a 35% increase;
- Answered 182,468 questions, a 22% increase;
- Provided access for 264,089 online database searches for library and remote users, a 65% increase;
- Participants of the two summer reading programs checked out 53,679 items;
- Delivered 8,955 books to seniors who are homebound, live in senior housing, nursing homes and assisted living facilities;
- 59,354 individuals attended library programs.

Special Events

It was a year like no other. On October 29, 2009, thousands of joyful residents streamed into the new Main Library for a glimpse of the building and to participate in the long-awaited ribbon cutting ceremony. Over 1,700 expectant library users of all ages and from all corners of the city gathered outside the building for its official opening on November 8, 2009. When the doors closed three hours later, they had checked out 5,000 items. All library branches were closed during the first week of the Main Library's opening to encourage the community to visit the new library and to allow all library staff members to participate in the historic opening. They came in droves for opening day and haven't stopped yet. Over 1,500 people visit the Main Library daily. Checkouts are up 60%. Thirty percent of library users are taking advantage of our new self-checkout stations and over 165 community groups have used meeting spaces in the new library.

Comments in our guest books range from "fabulous" to "awesome" to "wonderful." One customer said, "I feel like a baby in a candy shop with a golden Visa card." Another said the beauty of the building brought her "to tears." The true test of the library's success is that it is filled from opening to closing each day with residents of all ages. All parts of the building are being used equally with individuals finding just the right space for them.

Laptop users are dispersed in both the stone and glass building. It's not unusual to have 80 wifi users at one time. Use of library computers is up almost 70%. Teenagers, while they are exuberant about the teen lounge, happily do not feel limited to that space and can be found alone and in groups around the building. Checkouts from the teen collection are up 92%. Parents and children have made themselves at home in our aerie tree house and they are making the acquaintance of Blanche and Talulah, our resident gerbils. One regular user said, "We haven't watched television since the new library opened!" In the eight months of FY10 that the Children's Room and Teen Lounge were open, youth program



The stunning double skin curtain wall provides views of the surrounding park and is a major "green" feature of the building. (© Robert Benson Photography)

attendance increased 12% over FY08, the last full year the Main Library was open. Children's Room circulation is up 95%.

Our city has been planning, discussing, constructing and furnishing this magnificent building since 1995. Cantabrigians overwhelmingly articulated their desire for a library that would be the 21st century heir of the elegant one Frederick Rindge presented to the city in 1889. They envisioned a building of architectural distinction that would welcome and serve all members of our city without discrimination or barrier; one that would foster a sense of community and inspire intellectual inquiry. They expressed a wish for enlarged collections and robust programs. More importantly, they dared to imagine the new Main Library as the "civic heart" of our city. If this year is any indication, we have realized that dream.

The Main Library was recognized by the Massachusetts Historical Commission and the Cambridge Historical Commission with a 2010 Preservation Award and a certificate of Preservation Merit respectively.

Highlights and Accomplishments

The Friends of the Library published *Cambridge Voices: A Literary Celebration of Libraries and the Joy of Reading* to commemorate the opening of the new Main Library. They also initiated weekly docent led tours of the building.

The Teen Lounge hosted author Melissa Marr, Words Work Ink and the (617) Spitfire Squadron's third Annual Boston Youth Poetry Slam!

The regional Early Childhood Resource Center has been established in the Main Library Children's Room. Six programs were offered for parents and child care providers through the center.

In cooperation with the Consulate of Portugal, The Main Library hosted an exhibit of classic tiles and traditional carpet making as part of the Boston Portuguese Festival.

Through a grant from the Cambridge Arts Council, the library worked with a variety of city agencies to create StoryStream, Cambridge, an initiative to promote family storytelling. StoryStream hosted a very successful storytelling tent at the Cambridge River Festival. The Library also hosted a Story Slam, "The Power of the Story," presented by massmouth.

Literacy Initiatives

The Literacy Project introduced weekly drop-in job hunting and resume writing sessions, introductory computer classes and a citizenship class. Twelve conversation groups of varying levels met weekly. Over 2,000 programs were offered throughout the year.

Over 1,100 "Welcome Baby" packages were delivered to the parents of newborns. Twenty-one licensed family day care providers received deliveries of story bags throughout the year. These thematic collections encourage the providers to read regularly to the children in their care.



Suzuki students entertained opening day crowds.
(© Robert Benson Photography)



Weather permitting, the patio is a popular spot to read, relax and have a snack. (© Robert Benson Photography)



Children enjoy an old favorite in the Snail Room.

Library staff conducted over 150 story times at day care facilities and nursery schools serving children from low income families.

Boudreau Branch

- For the second year in a row, branch circulation exceeded 100,000.

Collins Branch

- A new exterior ramp and accessible restroom were the focus of a major renovation of the Collins Branch, which was funded by the Cambridge Commission for Persons with Disabilities and Community Preservation Act funds. New furnishings, shelving and layout have enhanced the charm of this neighborhood gem.

Central Square Branch

- This branch became the de facto Main Library from July through November. Hours and staffing were expanded to meet increased demand.

- Fourteen different camp groups made 100 visits to the branch during the summer.
- The annual Tree Project Poetry Awards received 894 entries, an 11% increase over FY09.

O'Connell Branch

- Over 155 groups with 2,300 children from local schools and day care centers visited during the year.

O'Neill Branch

- Over 6,400 residents attended 387 programs offered throughout the year. Attendance at youth programs was up 22%. In cooperation with Families First, the branch hosted two programs of the Early Childhood Resource Center: "Fighting and Biting" and "Temperament and Your Child."

Valente Branch

- Circulation exceeded 60,000 for the second consecutive year.



A local family enjoys a good book at the O'Connell Branch.

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 \$2 million in revenue, funding the complete cost of operations for the Commission's office and field investigators.

Highlights and Accomplishments

- The department undertook a major project converting all data to the City's Cambridge Request System (CRS) Permit and License module. In a project led by the City's IT Department, this conversion will make it easier for the public and other departments to access license information, to share application information for department approvals, to provide public record information in an expedited manner and to calculate and tabulate all revenues and renewals.
- Worked with the Cambridge Taxicab School to update the curriculum and testing in order to better prepare taxicab applicants for careers in the Cambridge Taxicab Industry. The training was expanded from 3 to 5 nights, curriculum on defensive driving and local Geography was added and the faculty was expanded.

- This year, the Seventh Annual Taste of Cambridge had over 60 participants. Chaired by Harvard Square Business Association Director Denise Jillson, Augusto Lino of Upstairs on the Square and Mark Morris of Tavern in the Square, the event raised \$60,000 before expenses and benefitted CitySprouts, The Cambridge YWCA and the Cambridge Prevention Coalition Trainings/Harvard MIT Collaborative.



Taste of Cambridge 2010 Committee and community agency beneficiaries enjoy the food extravaganza held in the Charles Hotel Courtyard! Pictured from left: Robin Lapidus, Augusto Lino, Elizabeth Lint, Richard Scali, Eila Tuomenoksa, Eva Martin Blythe, Jane Hirschi and Denise Jillson. (Photo by Amanda Lint)

Mayor's Office

David P. Maher, Mayor • City Hall • 617.349.4321

David P. Maher was elected Mayor of Cambridge on February 22, 2010 following the 2009 City Council election.

PURPOSE & OVERVIEW: Every two years, the City Council elects one of their members to serve as Mayor. The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

The Mayor's Office serves as a conduit for members of the public seeking information or seeking to address concerns regarding city government and municipal services. Offering the public immediate assistance to such inquiries is a priority of the Mayor and his staff.

The Office of the Mayor has a broad range of duties and responsibilities. These include, the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the City liaison between federal and state agencies, as well as, community groups and citizens. The Mayor serves as the City's official receiver for visiting dignitaries and distinguished visitors.

ADMINISTRATION: The Mayor's Office is an important hub of governmental leadership in Cambridge. The Mayor, Vice-Mayor and the City Councillors work together to serve various interests of the City. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards with the goal of ensuring his active engagement in and awareness of current



Mayor Maher attends Arbor Day at the Tobin School.

issues and trends facing municipalities. The Mayor is involved with the National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

COMMUNITY LEADERSHIP: An important role that the Mayor performs is promoting unity and forging new partnerships throughout the city. Occasionally, the Mayor may appoint special commissions or task forces to examine or effectuate policy discussions around issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing and other organizational or public information expenses. Additionally, the Mayor's Office provides funds to the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and several cities around the world.

CEREMONIAL FUNCTIONS: The Mayor's Office hosts a variety of ceremonial and public events. The two largest events are for our Cambridge seniors; one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Each occasion celebrates Cambridge's diversity and the rich heritage of the city's many groups.



Mayor Maher greets Cambridge seniors at the annual spring picnic.



Cambridge Community Learning Center ESOL Level 1 Class Visits City Hall.

Peace Commission

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

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. It works to reduce violence and advocates ideas and programs that affirm diversity and build community within our city. It links peace groups, social justice efforts, anti-violence coalitions and the municipal government, and pays special attention to violence affecting youth.

The Commission builds community by celebrating local people and efforts with programs and events, and by organizing community forums on issues affecting the community. It supports Cambridge's sister-city relationships, including those with Yerevan, Armenia and San José Las Flores, El Salvador.

Highlights and Accomplishments

Addressing violence and promoting peace among Cambridge youth by:

- Collaborating with the Cambridge Public Schools on activities, programs and collaborations to promote peaceful schools, positive school climates, peace education and multi-cultural activities, including the MLK Assembly at King Open and the Peace Day Celebration at CRLS.
- Working with the CPSD Conflict Mediation Program to provide training and support to student mediators and staff, and co-developing the program's workshops on positive decision making and healthy lifestyles for youth as part of the Healthy Children Task Force.
- Participating as a member organization of the UMass Boston Youth Violence Task Force, working with staff and youth from community groups, the Mass. Dept. of Youth Services, churches and schools to identify issues of youth violence and develop collaborative solutions.

Promoting peace and justice locally as an alternative to violence by:

- Developing, organizing and leading the Summer of Peace initiative to create a summer free of youth violence in Cambridge by bringing together City staff, police, schools, clergy, youth centers, clinicians, academics and community activists to identify potential problems and sources of violence, foster collaboration, share information and report on accomplishments.
- Developing the Peace@Home Workshop, an innovative effort to train men to take a stand on domestic violence in their communities, connecting it to issues of health and wellness.

Fostering peace through building connections and community by:

- Holding the Cambridge Peace and Justice Awards Dinner, presenting awards to six individuals and two groups reflecting the depth and breadth of work for peace and justice in Cambridge.
- Organizing the 21st annual Cambridge Citywide Holocaust Commemoration, working with schools, communities of

faith and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from a survivor of the Holocaust.

- Organizing the City's annual Martin Luther King Day Commemoration – including a vigil and remembrance of the people of Haiti in the wake of the devastating 2010 earthquake.
- Working with the Office of the Mayor to create and establish “Moving Cambridge Forward,” an effort to bridge divisions of race and class in Cambridge, focused on bringing people together from all backgrounds to build common goals and shared community and to create momentum for continued positive change and increased equity.
- Supporting and working with Area IV for Peace, a neighborhood coalition working to create safety in Area IV, while fostering community and opportunities for neighbors to know each other, and creating a visible presence for peace and preventing violence in that community.

Promoting peace and justice while connecting Cambridge with the wider world by:

- Hosting and supporting the Cambridge-El Salvador Sister City Project, through monthly meetings, public events and organizing delegations of Cambridge residents to El Salvador.
- Supporting the Cambridge-Yerevan Sister City Association by helping to plan and coordinate the visit of a delegation of social workers from Armenia, and participating in its board of directors and annual membership event.
- Bringing the *Gensuikyo* delegation to Cambridge – a group of 75 peace activists from the “Japan Council against Atomic and Hydrogen Bombs” who were in the U.S. for Nuclear Nonproliferation Treaty meetings at the UN – and organizing an assembly where they spoke with more than 200 CRLS students about their work and the continuing threat of nuclear weapons.



The Area IV for Peace group receives a 2010 Cambridge Peace and Justice Award from Mayor David Maher and Peace Commission Director Brian Corr. (Photo: Ellen Shub, www.ellenshub.com)

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department is responsible for a variety of functions in support of the City's employees and retirees, including assisting other City departments with recruitment and selection, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee orientation, training and professional 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 and staff development 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, consulting with and advising other departments when appropriate. 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. One of the department's primary goals is to foster and maintain positive working relationships with its labor unions and employees.



Over 300 employees deepened their computer application abilities by attending more than 50 different types of in-house computer classes.

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, staff and organizational development, and offers tuition reimbursement and both voluntary and mandatory training and development programs to employees on a variety of topics.

Highlights and Accomplishments

- Implemented a seasonal laborer lottery program for Cambridge residents, with drawings to be done on a quarterly basis.
- Completed the Other Post Employment Benefits (OPEB) actuarial study as required by GASB 45 and worked as part of a team to plan and begin implementation of a funding strategy that received its first seed money this year.
- Offered a smoking cessation program in conjunction with our health insurance plans.
- Piloted an online applicant system for teaching positions in the Department of Human Services' Childcare and Afterschool programs, resulting in significant savings to the City.
- Partnered with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2010 entry level fire fighter exam, with particular efforts to maximize local participation in the civil service examination.
- Fostered and maintained positive working relationships with members and representatives of collective bargaining units, including the settlement of firefighter and librarian units, resulting in all units being settled at least through June 30, 2011. Negotiated labor contracts with majority of City/School unions that provide for wage/benefit stability through Fiscal 12, consistent with the City's financial condition.
- Redesigned and delivered "Valuing Diversity" mandatory training to over 200 City employees.
- Recruited, screened and hired to fill vacancies in department head positions.
- Over 900 employees attended 196 training events which necessitated the development and delivery of over 40 different course curriculums.
- Deepened citywide computer application proficiency by scheduling 51 different types of computer classes and by introducing a new proficiency testing incentive to develop clerical staff.
- Conducted State mandated Conflict of Interest training including early morning classes as well as Spanish translations.

Police

Robert C. Haas, Police Commissioner • 125 Sixth St., 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 continued implementation of community oriented policing to combat crime and undesirable elements associated with crime.



The Cambridge Police Honor Guard and members of the Cambridge Police Department marching in the Memorial Day Parade.

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 Unit**. The unit will 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** is primarily responsible for maintaining sound hiring practices, budget preparation, setting strategy and reinforcing our system of accountability. We continue to work on our 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.

Highlights and Accomplishments

- The 8th Annual Cambridge Police Awards Ceremony was held at M.I.T. Kresge Auditorium. Officer Michael J. Logan was named 2009 "Officer of the Year."



Officer Michael Logan, accompanied by his children, receiving the "Officer of the Year" award from Commissioner Haas and Carl Barron.

- The following officers were promoted to the rank of Sergeant: Thomas R. Ahern, Stephen R. Lefebvre, Mark McHale, Patrick J. Carney and David M. Brown.
- The following Sergeants were promoted to the rank of Lieutenant: Daniel C. Wagner, David M. Schofield, Dennis M. O'Connor and Frederic J. Riley, Jr.
- Two Superintendents retired: Superintendent Robert Ames with 34 years of service and Superintendent Timothy McCusker with 35 years of service.
- Public Information Officer Frank Pasquarello retired with over 30 years of service.
- In calendar year 2009, CPD responded to 100,432 calls for service. Of those calls for service, 3,570 were Part 1 index crimes which were reported to the FBI. This is the lowest crime total Cambridge has reported since the 1960s. There were two murders reported in 2009.
- Through June 2010, there were 73 use of force reports, the majority of them being on the lower end of the spectrum, involving hands-on (43) and take downs for handcuffing (17). The continued decline in the use of force by the department could be attributed to the new use of force policy that went in effect October 1, 2008. In the remainder of 2010, the CPD will be conducting an audit on use of force, cross referencing with police reports that involve resisting arrest, assault & battery on a police officer, etc., to ensure the continued reporting of officers' use of force.

DIVISION OVERVIEW

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 and by transmitting concerns from citizens to the department. Neighborhood Sergeant Meetings were conducted throughout the year to address specific community concerns as they arose. 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.

- CPD facilitated R.A.D. Rape Aggression Defense Programs, training close to 200 women since 2009. Bike officers participated in Safety Fairs at Wyeth Corporation, Shire Corporation, 362 Rindge Ave. Property, Sanofi Aventis and Quest and provided safety brochures and information to employees. CPD also participated in Frisoli Youth Center's Driving Awareness Night to provide safety information to high schools students in preparation for prom season. Officers facilitated a bike safety workshop and taught several young girls how to ride a bike for the first time during the annual 5th Grade Girls' Sports Day at Danehy Park.
- The Citizen Observer is a system of delivering community information that allows citizens to sign up online to receive alerts and press releases from the CPD. Text-A-Tip Option is a new system that allows residents to anonymously text information to the department via their cell phones.
- CPD is actively engaging youth in the community to participate in various programs, including the Madden Football Tournament held in January for pre-teens. The tournament is a collaborative effort between the YMCA, Boys & Girls Club, 808-812 Memorial Drive Complex, and the City of Cambridge Youth Centers in conjunction with the CambridgeSide Galleria Mall.
- Officers participated with students as part of the CYCLE Kids program at various elementary schools throughout the city. CYCLE Kids is a non-profit program designed to teach kids bike riding skills and safety.
- Sergeant Pauline Carter-Wells had the honor of singing the National Anthem at Fenway Park before a game between the Red Sox and LA Dodgers on June 19, 2010. She was escorted onto the field by the Cambridge Police Honor Guard.

Support Services Division

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Narcotics Unit, Detail



Sergeant Pauline Wells prepares to sing the National Anthem at Fenway Park on June 19, 2010.

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 Crimes 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 Investigations Unit** is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The **Youth and Family Services Unit** is comprised of School Resource Officers (SRO) who are assigned to each public school to provide daily contact for students, staff and parents as well as each youth center in the city. In addition, SROs provide crime prevention programs to students and act as a liaison with the department on safety issues. There are two juvenile detectives assigned to the unit for investigation of crimes committed by youth and juvenile diversion. The **Technical Services/Crime Analysis Unit** carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies, 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.

- At the direction of the Police Commissioner, the Crime Analysis Unit performed an internal analysis of CPD disorderly conduct incidents using data from 2004 - 2008. This work found CPD disorderly conduct arrests to be well below national and regional averages in terms of the rate of arrests per capita. The percentage of people charged with disorderly conduct in Cambridge was also found to be in-line with regional and national averages in terms of percentage of total arrests and also according to the race of offenders. This analysis also showed that charges for disorderly conduct do not increase when officers are the target of an offender's aggression and that there are no disparities by race. From this analysis, the Commissioner identified a new progressive tool

for analyzing officer performance and the use of discretionary police authority. For more information, view the analysis on the CPD Website, www.cambridgepolice.org.

- The 3,570 serious crimes recorded in Cambridge in 2009 represent the lowest total of index crimes reported to the FBI since the 1960s. There were 398 fewer serious crimes registered in Cambridge in 2009 when compared with 2008, which translates to a 10% decrease in Part I offenses. This decrease can be traced to drops in almost every major category of crime in 2009. Further analysis of the 2009 figures indicates that while violent crime fell 4% this year, property crime registered a significant 11% reduction. The property crimes of burglary and auto theft are at 50-year lows. Over the past 25 years, the serious crime total in Cambridge has fallen over 45%. Additional information can be found in the 2009 Annual Crime Report on the CPD Website, www.cambridgepolice.org.

Police Review & Advisory Board

Brian Corr, Acting Executive Secretary • 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 Board consists of five civilian residents. The role of PRAB is 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, thorough unbiased investigations.

Highlights and Accomplishments

- Continued an information sharing and case review process with the Police Department's Professional Standards Units.
- Continued reviewing and monitoring investigation of complaints filed at the Police Department Professional Standards Unit.

- All Board members are trained in police sensitivity techniques by attending a "Ride Along" program with individual police officers.
- Continued to work closely with Human Rights Commission outreach programs.
- Provided workshops for community members.
- Continued attendance by the Board members for training seminars, community meetings and lecture forums on behalf of PRAB.
- Developed a public service announcement to air on CCTV to educate the public about PRAB and how individuals may access it.

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. 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

Departmental Activities

- Responded to the H1N1 flu pandemic by monitoring school absenteeism; training staff and volunteers; managing medication and other supplies; launching a flu education campaign; and organizing 42 vaccine clinics for high risk populations and the public.
- Claude-Alix Jacob was elected to the Board of Directors of the National Association of County and City Health Officials (NACCHO).
- The Cambridge Advanced Practice Center for Emergency Preparedness and the Men's Health League were both recognized as "model practices" by NACCHO.
- Addressed collection and disposal of unused pharmaceuticals, in partnership with the Cambridge Police Department and the Cambridge Prevention Coalition.

Community Health

- The Men's Health League organized Fit for Life sessions for 50 men and Fitness Brothers sessions for 150 men; helped 39 men access health insurance and primary care; awarded mini-grants to six community groups to develop men's health projects; and with community partners, hosted a men's health breakfast, a citywide sports tournament and health fair, and eight other neighborhood events.



Louise Rice, RN, Senior Director of Public Health Nursing, hands out vaccination protocols to nurses at the Tobin School "family friendly" flu clinic in October.

- Provided oral health education to 3,094 children (pre-K-4) in 14 elementary schools, of whom 2,638 received a dental screening. About 19% of the children screened were referred for treatment, of whom 2% required urgent care. In addition, 469 preschoolers received dental screenings, of whom 21% were referred for treatment.
- Organized events for Domestic Violence Awareness Month; trained stylists at 16 Cambridge hair salons on how to reach out to clients who may be domestic violence victims; and launched Promtacular, a workshop on healthy relationships for 50 teen girls.
- The Agenda for Children Literacy Initiative led 16 workshops for 178 participants; visited 670 new mothers; participated in 12 community events, including StoryWalk; trained 129 early education and care professionals in the *Let's Talk* curriculum; and distributed 7,507 books to families. In January, staff helped launch Baby University, a citywide collaborative focusing on parenting.
- Organized 118 parenting and family literacy activities for participants in the Pathways to Family Success program.
- CPHD and the Cambridge Prevention Coalition launched *Reality Check*, a parent-targeted campaign to reduce underage drinking among middle school students.

Emergency Preparedness

- Provided logistical and strategic support to all aspects of the City's H1N1 pandemic response.
- Continued to prepare Cambridge Health Alliance for a range of possible emergencies. Staff organized multiple tabletop exercises; led hospital flu planning efforts; updated the hospital system's emergency response plan and preparedness policies; designed and led a full-scale exercise for CHA hospitals; and led the hospital operations subcommittee of the Cambridge Local Emergency Planning Committee.
- In partnership with Boston University School of Public Health, staff designed four emergency communications drills that tested the ability of health care facilities and first responders in 63 communities to share critical information during a disaster response.



The Reality Check campaign uses the web and mobile media tools to engage Cambridge parents in talking with their preteen children about alcohol.



Public health nurse Louise Yvette Charles, RN, checks the blood pressure of Michel Benoit at her monthly wellness workshop for Haitian seniors living at the Lyndon B. Johnson Apartments.

- Continued to coordinate recruitment and trainings for the Region 4b Medical Reserve Corps, whose membership includes 75 Cambridge residents.

Environmental Health

- Promulgated a biosafety regulation that extends oversight authority to include all infectious and recombinant high-risk biological work conducted in Cambridge. The regulation took effect Jan. 1, 2010.
- Received a \$50,000 Harvard Catalyst grant to work with community and academic partners to develop a citywide air quality monitoring strategy.
- Developed a comprehensive rodent control strategy with City partners that includes educating property owners and enforcing new trash regulations.
- The Healthy Homes childhood asthma program conducted 202 home visits to families, and provided information about asthma and lead poisoning prevention to the community.
- During inspections of the city's tobacco vendors in FY10, the rate of sales to minors was 6%. The state target is 10%.
- Conducted 49 environmental health investigations involving mold and other pollutants.
- Licensed 79 biotechnology labs; six body art establishments and 36 practitioners; three bodywork establishments and eight practitioners; two indoor ice rinks; and five tanning establishments.

Epidemiology & Data Services

- Received a two-year, \$62,000 grant through the Boston University School of Public Health to develop epidemiologic software for local and state health departments.
- Implemented a school absenteeism and influenza-like illness surveillance system to help track the extent and characteristics of the influenza burden in Cambridge schools.
- Continued to monitor disease trends and emergency department data for unusual activity.

Public Health Nursing

- A total of 5,552 H1N1 and 4,312 seasonal flu vaccines, and

137 pneumonia shots, were administered during the 2009-2010 flu season.

- Followed up on 166 communicable disease reports.
- Nursing and epidemiology staff responded to one of the state's largest norovirus outbreaks.
- Continued to evaluate and treat tuberculosis patients at the Cambridge Hospital's Schipellite Chest Center. In FY10, patients with active or latent TB made 2,363 visits to the center and nurses made 587 home visits. Nursing staff also investigated and followed up on four separate TB exposures affecting hundreds of Cambridge workers and university students.
- Provided monthly health seminars and blood pressure screenings to Cambridge seniors. Staff also screened seniors for falls risk and participated on task forces on falls prevention and hoarding.

School Health

- Cambridge public school students made 35,946 visits to school nurses during the 2009-2010 school year. Of these visits, only 5% resulted in dismissal from school. School nurses also cared for more than 1,200 children diagnosed with a physical or developmental condition, such as asthma or diabetes.
- Organized flu vaccination clinics at all Cambridge schools at which 1,553 vaccines were administered to students and staff.
- Developed a food allergy policy to ensure the safety and well-being of all CPS students with life-threatening food allergies, which will be implemented in fall 2010.
- Conducted 22 elementary cafeteria "tastings"; introduced 19 menu items and a full salad bar at the 9th grade campus; coordinated 42 coaching sessions for food service staff; secured funding for fruit and vegetable snacks at five schools; helped produce the annual health and fitness "progress reports"; and conducted 16 cooking activities for children and families.
- Provided health care oversight and clinical guidance to five Cambridge nonpublic schools, as well as city-managed preschools and camps.



As part of the Apple Co-Op program designed by the Cambridge Public Health Department, middle schoolers from the Gately Youth Center teach children from the Peabody Afterschool Program how to use an apple cider press.

Public Works

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

The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality 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 and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information.

DPW is organized into three major units—Administration, Engineering and Operations. Within these units are 13 Divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.

DPW by the Numbers:

- Collected 17,800 tons of rubbish and 12,500 tons of recyclables;
- Maintained 125 miles of streets and over 200 miles of sidewalks;
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 15,000-tree urban forest;
- Provided 24-hour customer service and rapid response to emergencies in the public right of way including those related to snow and ice, heavy rain and damaging wind;
- Provided support services for over 200 public special events;
- Serviced 223 miles of sewer/drain lines, over 6,000 catch basins and 60 sewer and stormwater pumps;



The City observed Arbor Day with a tree planting ceremony at the Tobin School. This year, the City received the National Arbor Day Foundation Tree City USA for the 17th consecutive year.

- Managed over 2,000 permits related to construction/business uses impacting the public way;
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions;
- Maintained 34 public buildings;
- Maintained 300 vehicles and pieces of equipment.

Highlights and Accomplishments

- Managed a \$28 million operating budget and \$99.4 million in capital improvement projects as outlined in the *FY10 Five Year Public Investment Plan*, including \$79.3 million for Sewer/Stormwater, \$14.6 million for Sidewalks/Streets, \$3.5 million for Buildings and \$1.7 million for Parks.
- Exceeded the City Council's goal of planting 500 trees, while meeting the Council goal of providing sufficient width to accommodate street trees whenever possible in all street and sidewalk reconstruction. The department planted over 550 new trees, including 150 trees that were installed during sidewalk improvement projects. The City received the National Arbor Day Foundation Tree City USA award for the 17th consecutive year, as well as the Foundation's more prestigious Growth Award for the second consecutive year.
- Coordinated an inter-departmental effort to provide for energy efficiency improvements at municipal buildings using \$760,000 in U.S. Department of Energy funding under the *Energy Efficiency and Conservation Block Grant* program. During the next three years, this funding will be used to reduce energy use at up to 15 buildings through upgrades such as the replacement of old boilers with high-efficiency condensing units, lighting upgrades and occupancy sensors, HVAC controls, and various operations & maintenance modifications. Many improvements will leverage additional funding through NSTAR energy rebates.
- Reduced electricity consumption in participating City buildings by 5% during the first full year of the Cambridge GreenSense program. Cambridge GreenSense engages 75 municipal employees in more than 40 City buildings to educate colleagues and promote energy-conserving practices in their departments. The amount of electricity saved is enough to power all the City's fire stations for six months.
- Reduced non-snow/ non-emergency overtime hours by 10% as compared to the previous year, while delivering a comparable level of service and supporting 30% more special events and more elections than the previous year.
- Reconstructed streets and sidewalks including: Prospect St. (from Mass. Ave. to Hampshire St.), Brookline St. (from Henry St. to Green St.), Blanchard Road (from Concord Ave. to Grove St.), Cedar St. (from Rice St. to Harvey St.), Appian Way (from Garden St. to Brattle St., including a raised device designed in consultation with the Cambridge Commission for Persons with Disabilities), Brattle St. (from Fresh Pond Parkway to Sparks St.) and Middlesex St. (from Rindge Ave. to Pemberton St.). These locations were selected for reconstruction using the approach identified in the City's comprehensive *Five Year Street and Sidewalk Plan*, which prioritizes street and sidewalk reconstruction on the basis of



The Recycling Drop-off Center accepts food waste from Cambridge residents. This year, the Center accepted over 100,000 pounds of food waste—more than doubling last year's total.



Streets and Sewer Maintenance staff conducting utility investigations on Western Avenue.

condition, accessibility and location. The report is posted online at: www.cambridgema.gov/TheWorks/departments/engnr/fiveyear-plan.aspx.

- Collected nearly 100,000 pounds of food waste in the drop-off program, more than doubling last year's total. Continued to assist the lunchroom composting program at the King Open School (which diverted 10,000 pounds of food waste in the first 10 months), and commenced planning for the 9th grade campus lunchroom composting program.

DPW Division Overviews and Highlights

Administration

The Administration Division supports the general management and administrative activities necessary to make DPW function as a cohesive organization. The division is responsible for policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations and information systems.

Providing excellent public information and customer relations is a key focus of the division's work, whether it is with residents, businesses, vendors or job applicants. The division manages the DPW telephone switchboard, Website, service requests, work order systems, e-mail distribution lists, publications and other notices. Staff provides administrative and IT support to all DPW divisions in order to improve their responsiveness to community needs.

- Received and responded to over 1,100 service requests from the public via the DPW Website.
- Redesigned the DPW Website to be both easier to navigate and more visually appealing, with content reorganized based on customer feedback received through surveys, an evaluation of web traffic statistics and staff focus groups.

Engineering

The Engineering Division is responsible for improving and expanding much of the City's public infrastructure, including design and construction management for work on sewer and stormwater facilities, streets and sidewalks, and parks and plazas. The division is responsible for the cleaning and inspection of the City's sanitary sewers, storm drains and pumping facilities, and updating and maintaining paper and electronic records defining the public right of way, easements, City property lines, utility corridors and utility connections.

The division works with the Massachusetts Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA) on the goal of improving water quality in the Charles River and Alewife Brook, and with the Massachusetts Water Resources Authority (MWRA) on issues such as flow verification, combined sewer overflow monitoring and proper use of the sewer system. Over a decade of major investment in and maintenance of sewer and stormwater systems has had a significant positive impact on both water quality and sewer backups.

- Completed significant improvements to the sewer and



This year, the Engineering Division replaced 8.5 miles of sidewalk, including this one on Harvard Street at Pine Street.



The Sewer Maintenance Division maintains over 223 miles of sewer and stormwater lines, more than 6,000 catch basins and 33 sewer and stormwater pump stations.

stormwater system to improve sewer service levels, reduce flooding and improve water quality, including common manhole separation in Central Square, Cambridge Highlands, and at Putnam Avenue and Kinnaird Street.

- Started field investigations and planning for upcoming Western Avenue Improvements, which will include significant sewer and stormwater utility improvements.
- Completed the construction of the Ellery Street flood protection/stormwater management facilities, which connects flood-prone areas to a 330,000 gallon stormwater storage facility at the Main Library site. This work also includes street and sidewalk restoration on Ellery Street (from Cambridge Street to Broadway), as well as traffic calming facilities on both Cambridge Street and Broadway.
- Managed construction of the new Riverside Park, and provided technical assistance to the Department of Conservation and Recreation in their reconstruction of Magazine Beach.

DPW OPERATIONS

Street and Sewer Maintenance

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 6,000 catch basins, and 33 sewer and stormwater pump stations. Streets and sidewalk maintenance crews provide rapid response to sinkholes, inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs, patch potholes and place footings for signs, rubbish/recycling receptacles and benches. Sewer maintenance crews work to reduce flooding and improve water quality through preventive maintenance, and provide emergency response as needed.

The division also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections and drainage structures); permits and inspects business sidewalk use; consults with contractors and utility companies; and provides technical assistance to homeowners.

- Completed 600 sidewalk repairs and 700 sewer preventative maintenance work orders, and cleaned 1,200 catch basins.
- Completed 10 miles of crack sealing, a cost-effective maintenance practice that extends the life of streets, reducing future major construction needs.

Snow Removal

DPW is responsible for maintaining safe, unobstructed public ways during the winter months. DPW acts as the command center for all snow and ice operation activities, coordinating different departments and contractors, purchasing materials and equipment, maintaining vehicles, and assisting the public.

Public Works

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- Cleared and salted on 125 miles of roadways and approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other areas.
- Promoted improved sidewalk clearance by inspecting over 700 complaints of violations of the City's Snow and Ice Clearance Ordinance.

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through mechanical street sweeping throughout the city, and a combination of mechanical street and sidewalk sweeping, hand sweeping and litter collection in City Squares every day, including on weekends. Contractual street sweeping, which runs from April through December each year, includes twice yearly vacuum sweeping to improve stormwater quality.

- Mechanically cleaned approximately 12,000 miles of streets, collecting nearly 5,000 tons of refuse and debris.
- Removed 300 significant graffiti incidents through power-washing, and conducted regular steam-cleaning of litter baskets and other areas in public spaces.
- Purchased 11 additional "Big Belly" solar-powered, trash-compacting receptacles to replace existing barrels in high-use locations, with larger capacity and better seals to improve litter and rodent control.

Rubbish

The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings and schools. The division also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled. The division enforces the City's Refuse and Litter Ordinance related to requirements for proper trash preparation, mandatory recycling, bulky waste and litter. These programs support the City's rodent control, cleanliness and environmental efforts. The division also supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

- Collected and disposed of 17,800 tons of household rubbish.
- Collected 1,000 appliances, such as refrigerators, stoves, washers, dryers and air conditioners for recycling and collected CRTs (TV and computer Monitors) on a daily basis for recycling.
- Worked with the Inspectional Services Department to coordinate the efforts of the Rodent Task Force to develop the City's new Dumpster Ordinance. This Ordinance, which was adopted by the City Council this year in an effort to reduce conditions that contribute to rodent activity and other public health nuisances, requires the licensing of all dumpsters and establishes clear property management and site cleanliness standards.



Each winter, DPW acts as the command center for all snow and ice operation activities, while clearing 125 miles of roadways and 18 miles of sidewalks.



The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings and schools.

Recycling

The Recycling Division plans, implements and maintains cost-effective recycling, toxics 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 contract and a Drop-Off Center open to Cambridge residents, and businesses and non-profits with 50 or fewer employees. The division also maintains and monitors recycling in City buildings, schools, public areas, at festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, the division works to implement City policies, improve current programs and expand efforts to meet or exceed goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan.

- Collected 12,500 tons of recycling, resulting in a 36% recycling rate.
- Issued 4,000 solid waste violation citations as part of a program to improve cleanliness, reduce rodents and increase the recycling rate.
- Planned for the switch to "single stream" recycling—in which residents place paper, cardboard, glass, metal and plastic containers together in one toter. This new program is expected to result in at least a 10% increase in recycling.



Plantings at the Cambridge Cemetery.

Parks and Urban Forestry

This division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, playing fields, squares, plazas, medians and public building grounds. The division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and approximately 3,000 trees in parks and cemeteries.

Parks are maintained through a combination of in-house, district-based crews and private maintenance contracts. The Urban Forestry Division also operates through a combination of in-house crews and private maintenance contracts, conducting cyclical pruning, and responding to service requests and tree-related emergencies.

- Launched *Cambridge in Bloom*, a program to increase public/private partnerships in landscaping and beautification efforts. Successful collaborations have included the Cambridge Chamber of Commerce, Metabolix and the resident group "Pick a Pocket Gardeners," all of whom volunteer regularly on projects to beautify the city.
- Beautified public areas throughout the city by planting over 10,000 bulbs, over 10,000 annuals and 65 hanging baskets.
- Made significant landscaping improvements throughout the city, including: new landscaping on Broadway in Kendall Square at the gateway to the city, a new "rain garden," in front of the Public Works facility at 147 Hampshire Street, planting rejuvenation at the City Hall Annex at 344 Broadway, planting improvements around the field house at Russell Field, and landscaping in association with roadway improvements on Blanchard Road at Concord Avenue and at traffic calming elements along Mount Auburn Street.



A new rain garden at the DPW Frazier Building helps manage stormwater and reduces pollutants going directly to our water systems.

Cambridge Cemetery

The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance and customer service at the Cemetery's 66 acre site on Coolidge Avenue. Cemetery operations include flower and tree planting, landscaping hilly terrain, resurfacing of cemetery roads, improvements to the drainage system and repair of historical monuments.

- Planted 10 new trees, pruned 100 trees, created a new perennial island and installed 30 new signs as part of Cemetery beautification.
- Completed the restoration of 12 additional historic staircases throughout the Cambridge Cemetery using Community Preservation Act funds, and continued to implement the Cambridge Cemetery Master Plan, adding 100 burial spaces.

Public Buildings

The Public Building Division includes Construction, Maintenance and Operations Divisions. The Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration. The Maintenance Division is responsible for maintaining and repairing City buildings and designing signs for public announcements, street postings and commemorative plaques or monuments. The Operations Division provides custodial services to 12 City-owned buildings and moves equipment and supplies between buildings.



Several City buildings received photovoltaic panel systems this year. The Frisoli Youth Center panel system pictured here, will generate 3.26 kilowatts that will feed back into the grid.



Cambridge in Bloom is a public-private partnership dedicated to enhancing local green spaces through improved stewardship of our parks, landscaped spaces and urban forests.

- Assumed management responsibilities for two major new public buildings: the Healy Public Safety Facility and the Sheila Doyle Russell Youth Center in West Cambridge. Both facilities are LEED-designed to include rigorous operation and maintenance requirements for both of their energy-efficient HVAC systems and special features, including a green, planted rooftop at the Healy Public Safety Facility and photovoltaic panels at the Russell Youth Center.
- Managed the installation of photovoltaic panel systems at the DPW Frazier Administration Building and at the Frisoli Youth Center. The funding came partly from Cambridge residents choosing to pay a small surcharge on their electric bills each month to support renewable energy, along with matching funds from the *Massachusetts Renewable Energy Trust*, and a bonus awarded by the Trust as the result of a successful community drive that enrolled 300 Cambridge residents and businesses in the New England Wind Fund.
- Enhanced the department's capacity to build and maintain energy efficient buildings through continuing education in the division, including HVAC, Solar and Geothermal system training for DPW's skilled building trade workers and a LEED Building Design & Construction Certification course for DPW's mechanical engineer.
- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners used to clean public buildings.

Public Works

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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 DPW and other City departments.

- Invested in improved snow removal equipment, including two new computerized salt spreaders, designed to use the amount of ice melt most appropriate to given conditions, reducing material costs and environmental impacts while maintaining roadway safety.
- Conducted biannual inspections of 250 taxis.
- Conducted in-house Commercial Driver's License driver training in preparation for truck and road testing.

Off-Hours

This division provides the DPW with continuous 24-hour response on a regular and emergency basis. Off-hours employees collect litter from heavily used public areas and City buildings on a regular schedule; respond to a variety of emergencies such as initial response to after-hours sewer complaints, fallen trees and tree limbs, building security, storm-related cleanup; and coordinate with Cambridge Police and Fire Departments in response to accidents and other emergencies.



The Public Buildings Division includes Construction, Maintenance, and Operations Divisions. Here, crews perform façade repairs on the Frazier Building at DPW.



In the spring, DPW holds its annual Road Show displaying trucks and machines from all divisions.

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 Website 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 Office's other responsibilities include:

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

Highlights and Accomplishments

- Developed cost effective and efficient procedures for bids and contracts. Vendors are notified how to download bids from the Purchasing Website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are e-mailed to the appropriate departments.
- Processed and monitored over 475 contracts, change orders and amendments.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products.

- Tested and assisted in the implementation of the Automatic Call Attendant feature for answering the City Hall main phone line.
- Assisted in the implementation of the Ban on Trans Fats for City functions and events by certifying restaurants that were interested in doing business with the City in compliance with the Ordinance.
- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000.
- Expanded the City's role in School Department bids for goods, services and capital projects leveraging 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

- Replaced the printing presses and upgraded copiers to produce better quality products. In addition, the replacement of the existing print presses allows for the use of more environmentally friendly products.
- Continued to print monthly newsletters for the Council on Aging, 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.

Schools

Jeffrey M. Young, Superintendent of Schools; Carolyn L. Turk, Deputy Superintendent
159 Thorndike St., Cambridge • 617.349.6400

The Cambridge Public Schools strive to provide the highest quality educational experience for the children of Cambridge and to promote an environment of social justice. The school system has 11 K-8 schools, one K-6 school and one comprehensive high school. The district also has a Vocational and Technical Program (RSTA) located at the high school and the High School Extension Program, an alternative high school program. In FY 2010, Cambridge Public Schools enrolled 6,137 students in grades kindergarten through 12.

Highlights and Accomplishments

- Continued ongoing initiatives in the elementary and middle grades to improve Literacy, Math, Bilingual and Special Education and school climate.
- Initiated a middle grades planning process which engaged district administrators, School Committee members and the community in discussions concerning the structure of middle school education in Cambridge. This work will continue in FY11.
- Worked collaboratively with Cambridge Health Alliance to improve the nutrition and appeal of school lunch.
- Created the 9th Grade Academy, located at the former Longfellow School building, in order to accommodate the construction at CRLS.
- Continued efforts at CRLS to improve student achievement and close the achievement gap with a focus on rigorous teaching and learning, personalization (i.e., knowing all students well) and school climate.
- Piloted senior courses in which senior projects were required to enhance the senior year.
- Expanded efforts at the high school to include students in decision-making through the student government, Students Teaching and Advotcating Respect (STARS) and Minority Student Achievement Network (MSAN) courses.
- Approximately 99.8% of the Class of 2010 earned diplomas.
- Approximately 90% of Class of 2010 graduates will attend college in Fall 2010
- Began implementation of the Youth and Resource Development System (YARDS), system-wide data system which will be used to provide teachers and administrators with student assessment tools. Future applications include: online grade book, student attendance, staff time and attendance, and a substitute teacher assignments system.
- The Visual and Performing Arts Department, in conjunction with the elementary and secondary schools, presented more than 140 student concerts, plays, exhibits and performances during the 2009/2010 school year.
- Received \$20,000 in instruments for CRLS from the Mr. Holland Opus Foundation and Fidelity; named a FUTURESTAGE school by Fidelity Investments.
- Completed the Page to Stage play writing program, a three-year initiative funded by a grant which was offered at all 12 elementary schools.



CRLS Grads from the Class of 2010.

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

Resident Permits

- Online renewal of Resident Parking Permits is in its second year and remains hugely popular. Currently, of the 14,731 qualified residents, 51% have applied and paid online.
- The winner of the annual Resident Permit Photo Contest was Cambridge resident Jim Lanfried, for his submission of Longfellow House. A photo album of all submissions can be seen at www.cambridgema.gov/Traffic.

Signals

- Coordinated an additional 43 signals, bringing the total coordinated up to 65. Coordination is for morning and evening peaks, as well as off peaks. Corridors now coordinated included Prospect St., Mass. Ave., Cambridge St., Broadway and Main St.
- Installation of two new signals – at the intersections of Galileo Galilei Way, Binney and Fulkerson Streets, and at Second and Binney Streets are complete. Upgraded signal timing and pedestrian operation at 4 locations – Garden St. @ Sherman St., Garden St. @ Walden St., Mass. Ave. @ Linnaean St., and Mass. Ave. @ Shepard St.
- Converted Mass. Ave. @ Waterhouse St. from a flasher to full signal operation.
- Created a central command center in the Traffic Department which communicates with 6 signals on Mass. Ave. between Lafayette Square and Amherst St.
- Installed a permanent counting station on Western Avenue. The station counts vehicle volume, including trucks and bicycles, and also monitors queuing.

Enforcement

- Sidewalk snow/ice ticket enforcement remains a priority for the Traffic Department working in conjunction with the Department of Public Works (DPW). This year, changes have been made to more effectively use technology. The violation notices are now in the form of a letter that gives all the necessary information.

Signing/Pavement Markings

- Worked with DPW on the widening of the Prospect Street sidewalk between Bishop Allen Drive and Massachusetts Avenue and added left turn pockets for vehicles turning onto Bishop Allen Drive.

Special Studies

- Bike Accident Study – the Engineering Division obtained 513 crash reports involving a bicycle for the years 2004 through 2008. Each report was carefully read, summarized and results were coded into a GIS map. The study will help us identify bicycle safety priorities.
- Performed the annual inventories of the number of bicycles parked in Harvard, Central and Inman Squares. Re-inventoried Harvard Square 12 months later and found a 28% increase in bicycles parked.
- Performed regular internal spot audits and desk top reviews of our revenues.

Project Review/Development

- Reviewed Traffic Impact studies for three large development projects and provided comments to the Planning board, including recommended traffic mitigation.
- Reviewed smaller projects seeking building permits and certificate of occupancy sign-off from the department.
- Provided on the department Website a database with the 227 records of average daily traffic counts collected on City streets since 1972.
- Continued monthly parking coordination meetings for the License Commission, Traffic & Parking, Inspectional Services and Community Development departments.

MassDOT's Accelerated Bridge Program – Charles River Bridges

- Working with the Community Development Department and other City departments on all aspects of this project. Currently, the Craigie Bridge and Dam (O'Brien Highway) and the BU Bridge are under construction. Repairs and renovations are also being designed for the Longfellow, Western, River and Anderson bridges; the two pedestrian bridges – Magazine and Weeks; and the Reid overpass.
- Work includes design changes to accommodate pedestrians and bicycles, improved access, sequencing, traffic management planning, modeling and detour mitigation. The projects will be ongoing for the next five years.

Parking

- Completed Phase Three of the Parking Garage Multi-Year Maintenance Program. Green Street Garage work included waterproofing of the exposed roof level and replacement of selected joint sealant throughout the garage. Improved the Green Street Garage stairway closest to Manning Apartments by pressure washing stair towers and replacing a cinderblock area with a window.
- Work at the East Cambridge Garage included replacement of the Second Street stair tower windows, installation of a new emergency generator to improve emergency lighting during power failures, and upgrades to the Second Street elevator.
- Multi-space (Lukes) meters, which give patrons the option to pay with a credit card, were installed in Lots 8 & 9, located at the corners of Green and Pleasant Streets in Central Square.

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 FY10, \$602,000 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.

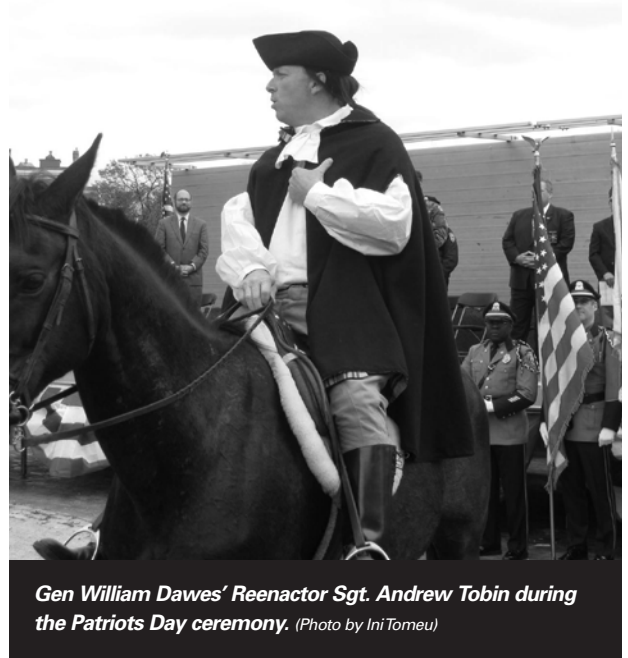
Cambridge veterans and their dependents received approximately \$3.9 million in federal monies for VA pensions, compensations and benefits during fiscal year 2010. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department also 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 a \$2,000 annual 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, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere. Veterans' Services also coordinates public events on Patriots Day, Veterans' Day and Memorial Day, including the Memorial Day parade and the decoration of veterans' graves with an American Flag.

Highlights and Accomplishments

- Successfully managed a projected 14% increase in the number of active clients served since July 2009.
- Successfully implemented a new Web Based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is an interactive database developed exclusively to assist cities and towns with benefit submission and reimbursement.



USMC 25th Marine Regiment Color Guard during the Memorial Day Parade. (Photo by Carol Cheung)



Gen William Dawes' Reenactor Sgt. Andrew Tobin during the Patriots Day ceremony. (Photo by Ini Tomeu)

- Continued to enhance the department's Website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with City TV-8, we continue to air the veterans' benefits informational public announcement regarding our assistance program which has significantly increased our outreach capabilities.
- Worked closely with the Assessing Department to outreach to veterans, and/or their surviving spouses who may be eligible for FY10 veterans' 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, as well as the new entitlement for those who have served subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- Sponsored a citywide informational seminar for seniors regarding veterans' benefits and services in July 2009.
- In collaboration with the United States Postal Service, participated in inaugural USPS Veterans' and Memorial Day Observances which were held in November and May at the Central Square Post Office.
- In collaboration with the Historical Commission, participated in a ceremony announcing the release of the Commission's latest oral history book: *Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge*.
- Assisted the French Consul General of Boston in an award ceremony in which Cambridge resident and WWII D-Day Veteran Marvin Gilmore received France's highest medal for his service during WWII. In addition, facilitated the presentation of Mr. Gilmore's WWII US medals which were awarded for his service during the second world war.
- Projected to assist 23 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. As of January 2010, 3 cases have been awarded favorably, and 13 cases are pending.

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, 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 the purchase of "low lead" water works products for materials in contact with our water;



New 16" water main and valves on Concord Avenue.

- 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 equipment and 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

- Completed the upgrade of the water billing system to MUNIS.
- Continued the peak electrical demand management plan to reduce electricity usage charges for the City. This effort has reduced the electrical peak demand charges to the City by 50%.
- Completed the replacement of over 850 meters during FY10.
- Upgraded the facility fire protection component associated with the HVAC system.
- Held the 3rd annual Fresh Pond Day in May at the end of Water Week.
- Produced over 4.8 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- 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 Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Added two partial zero emission vehicles (PZEV) to our fleet. This brings the total number of "green" vehicles in the Water Department fleet to five (5).
- Completed cooperative infrastructure projects such as North Point Development, Lafayette Square, Walden Street Bridge, Vassar Street, West Cambridge Youth & Community Center, Blanchard Road and Magazine Beach Park.
- Completed cooperative infrastructure projects such as Brookline, 500 Main and Ellery Streets, Whittemore Avenue (North Cambridge), Common Manhole Removal Project (Central Square), Linsky Way and Wadsworth Street/Sloan School.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Initiated the automation of the Cross Connection Control Program data.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices.

- Distributed 2009 annual “Consumer Confidence Report” on drinking water quality via direct mail and through the department Web page.
- Responded to and repaired over 58 water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 60,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Initiated the latest US EPA drinking water monitoring program: Unregulated Compound Monitoring, Round 2 (UCMR2).
- Maintained and expanded the department’s Web page.
- Completed the implementation of Phase I of the Glacken Slope Restoration Project, the design of the Black’s Nook Site Improvements Project, the Hobbs Brook Head Waters Natural and Cultural Resources Inventory Project and the contract documents for the restoration of the Hobbs Brook Reservoir Gatehouses.
- Continued implementation of the Watershed Protection Program which included up-dating the Hazardous Materials Response Plan, environmental monitoring, site plan review and construction site monitoring.
- The Fresh Pond Stewardship Program coordinated over 500 hours of volunteer work, four training sessions and continued the Purple Loosestrife Bio-Control Project.

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, customer service and information technology services. It also performs quality control inspections for leaks, faulty meter registrations, damaged meters and illegal water connections.

- Managed the \$19.5 million budget from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that include: upgrading revenue system; processing of quarterly water and sewer bills; paying hundreds of vendors and contractors; and maintaining numerous PC’s, printers, copiers and plotter.

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/or construction monitoring services for new water mains on Whittemore, Concord, Putnam, Walnut Avenues,



Emily Tansey, Watershed Intern removing invasive species from Fresh Pond Reservation.

Brookline, Ellery, Arlington, Flagg, Edmunds, Prentiss, Oxford Streets and Discovery Park Drive.

- Continued the updates of the Geographical Information Systems (GIS) Mapping.
- Continued support to calibrate hydraulic model. This included conducting hydrant flow tests and verification of mainline gate valves.
- Initiated and continued to support the refurbishment of City park irrigation systems in conjunction with DPW/Park Division. Our participation was for water accountability and backflow prevention.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices.
- Continued surveying and coordination with MIT, Harvard and the Mirant power plants on the removal of potential drinking water cross connections in their facilities.
- Updated the long range capital improvement plan (5, 10 and 20-year) for the entire water system in coordination with DPW’s 5 year capital improvement plan.
- Issued over 450 permits that include backflow device installations, fire pump testing, hydrant use and construction.

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



Two interns from Northeastern University conduct water testing in the laboratory.

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 (MWRA), the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) 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.
- Completed installation of the final “second generation” air compressor for the dissolved air floatation pretreatment system to ensure continued efficient plant operations. This unit is expected to provide a significantly improved service life, reduced maintenance and power consumption.

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, and 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/repared 32 fire hydrants, repaired 58 leaks, installed or repaired 34 valves, performed over 2,000 utility mark-outs and approximately 1,200 construction inspections.
- Replaced and rehabilitated approximately 2,800 linear feet of water mains on Arlington, Edmunds, Magazine, Flag and Lopez Streets; eliminated 1,500 linear feet of old 6” parallel water mains and eliminated 64 of the approximate 1,800 lead services targeted for replacement.

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 the implementation of the Fresh Pond Master Plan priorities.

- Continued the Fresh Pond Reservation volunteer monitoring and maintenance program.
- Continued to perform an extensive public outreach program for the implementation of the projects at Fresh Pond Reservation. This effort included the maintenance of five project Web pages, the creation of five informational brochures, E-mailing biweekly project updates, holding over 20 project site tours and maintenance of three project information bulletin boards.
- Maintained the watershed (up-country) hazardous material response program.
- Continued the implementation of forest and landscape management/maintenance plans and the contract for Fresh Pond Reservation and the “up-country” watershed lands.
- Developed a landscape restoration plan for the Black’s Nook area.
- Completed the implementation of the Phase I and Phase II landscape restoration of the Glacken Slope area.
- Completed the Hobbs Brook Headwaters Natural and Cultural Resources Inventory for the City owned watershed land in the towns of Lincoln and Lexington.

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.
- Produced in collaboration with City TV-8 two Public Service Announcements about the work of the department. The two PSAs, *Buying the Octane not the Brand* and *Know the Weight of that Salad*, advise about Gas and Net Weight issues in the marketplace.

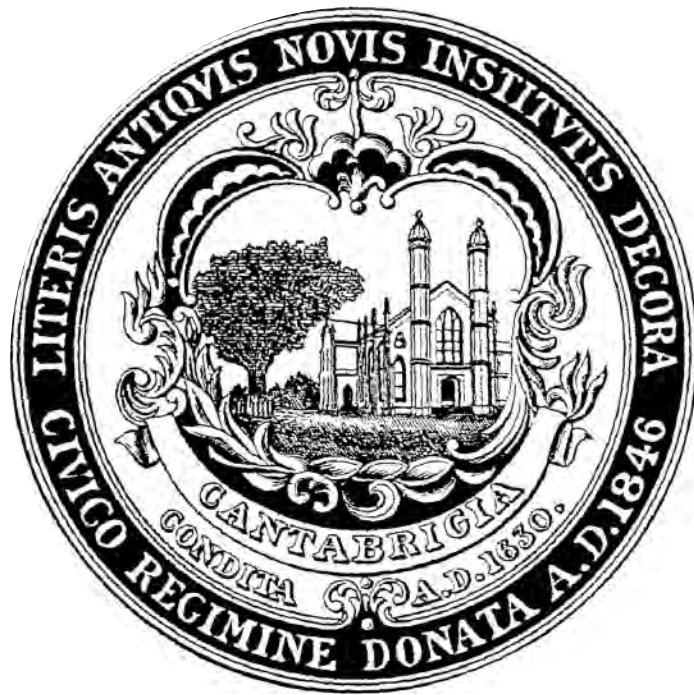
Women's Commission

Kimberly Sansoucy, Director • 51 Inman St., Cambridge • 617.349.4697

Established in 1977 as a City department, the Cambridge Commission on the Status of Women (CCSW) works in an inclusive manner to promote equality and justice for all women and girls and advocates on their behalf with other City departments and officials, local organizations, and state government to increase their opportunities through program development, policy recommendations and public education in key issue areas identified by the Commission as significantly affecting women and girls.

Highlights and Accomplishments

- **Young Women:** Along with Cambridge Public Health, sponsored Promtacular, a workshop on positive self image and building healthy relationships for CRLS teen girls as they prepared for prom. Hosted the 13th Annual 5th Grade Girls' Sports Day, providing girls with a day of physical fitness activities designed to improve their participation in organized sports. Created the Alliance for Girls Services, providing leaders in girls programming with connections and collaborations to strengthen their individual programs as well as enhance the overall caliber of programming offered to girls in Cambridge.
- **Research:** Designed, distributed and collected a first-of-its-kind citywide survey of more than 200 immigrant women in Cambridge to gather data to better connect with elected officials, City departments and agencies. This data will be used to create a summary of immigrant women and children in Cambridge and provide a clearer picture of who is living in our community.
- **Economic:** Served on the Massachusetts Paid Sick Leave Coalition, a strategic bipartisan effort to work with legislators to help make Massachusetts the first state to require employers to provide paid sick leave for workers – many of whom are low-income women.
- **The Arts:** Hosted the grand opening of *Filament/Firament*, a first-of-its kind public art installation in the newly renovated main library. The artwork was developed out of a comprehensive research and outreach effort coordinated by the Women's and Historical Commissions and the Cambridge Arts Council. The exhibit serves as a long-awaited commemoration of the contributions women have made to the life of the city in a creative and artistically interpretive way.
- **Immigrant Women:** Initiated and directed the Immigrant Women's Roundtable, working with immigrant women and families to promote better connections and services for immigrant women in Cambridge. Participated in Cambridge's Community Engagement Team (CET) Initiative which promotes health and literacy outreach for immigrant families in Cambridge.
- **Domestic Violence:** Continued to develop *Cut it Out Cambridge*, to raise salon professionals' awareness of domestic violence and address the issue from a community solutions perspective. Worked with local filmmakers to produce a three-minute public service announcement that aired on Cambridge Community Television and City TV-8. Promoted community-wide awareness of domestic violence throughout the month of October focusing this year on how it impacts the workplace. Coordinated and chaired the Domestic Violence Task Force monthly meetings. Served on the newly formed High Risk Assessment Team for Cambridge to proactively address high risk cases.
- **Women's History:** Created *Memory Lane: Women's History Walks*, a series of self-guided walking routes that explore different neighborhoods. Sponsored numerous events commemorating International Women's Day, including honoring Margaret Fuller's Bicentennial with a panel discussion on international activism. Served on the planning committee to bring the ever-popular International Women's Day Breakfast to Boston-area women. The relevant topic for the forum's 250+ attendees this year was *Women and the Green Economy*.
- **Online Presence:** Completed comprehensive redesign of CCSW's Website to better serve, engage and connect with the community.



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."

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

City Council:

Mayor David P. Maher
Vice Mayor Henrietta Davis
Councillor Leland Cheung
Councillor Marjorie C. Decker
Councillor Craig A. Kelley
Councillor Kenneth E. Reeves
Councillor Sam Seidel
Councillor E. Denise Simmons
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City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139
www.cambridgema.gov
ph: 617.349.4000
tty: 617.349.4242



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