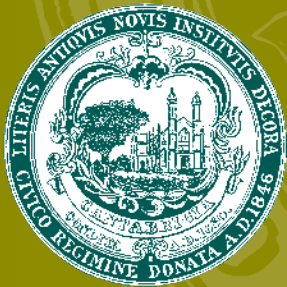


City of Cambridge

FY14 ANNUAL REPORT

Companion Guide to the City's First Online Annual Report

Cambridgema.gov/FY14AnnualReport



CITY OF CAMBRIDGE FY14 ANNUAL REPORT

With over 107,000 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 28% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.



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MESSAGE FROM THE CITY MANAGER

I am very pleased to present this companion version of the City's first online Annual Report. This past year, the City has had many accomplishments ranging from our continued commitment to affordable housing, to conducting a Climate Change Vulnerability Assessment, to opening of the new Alewife Reservation Wetland.



Richard C. Rossi, City Manager

This year's Annual Report is organized into 13 topic areas to help residents gain a broader picture of City efforts. They are: Environmental Sustainability, Fostering Community & Supporting Neighborhood Vitality, Supporting Community Health, Commitment to Human Rights, Housing, Technology, Economic Vitality, Connecting to Human Services,

Children Youth & Families, Schools, Public Safety, Traffic & Transportation, Safe Roadway & Bike Infrastructure, Preserving Open Space and Water Infrastructure.

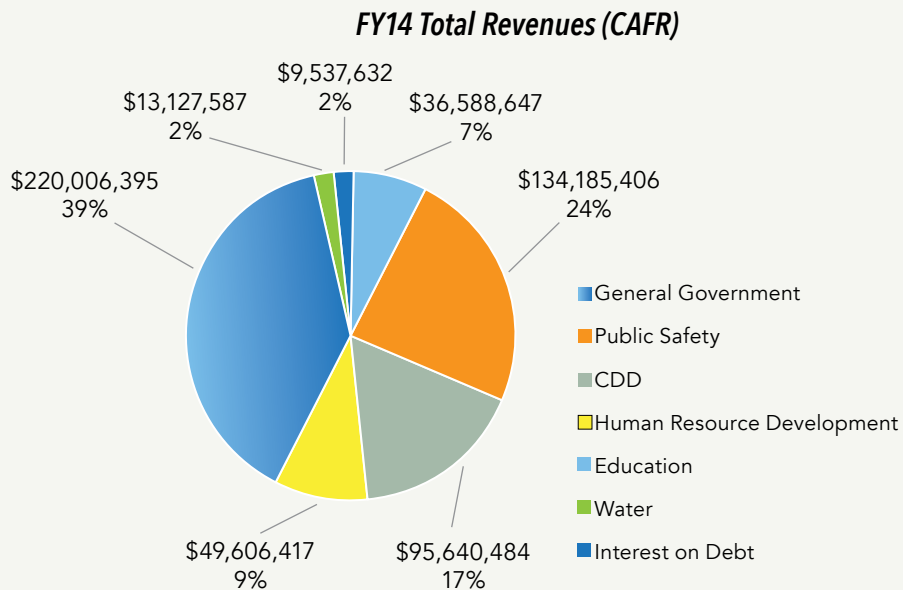
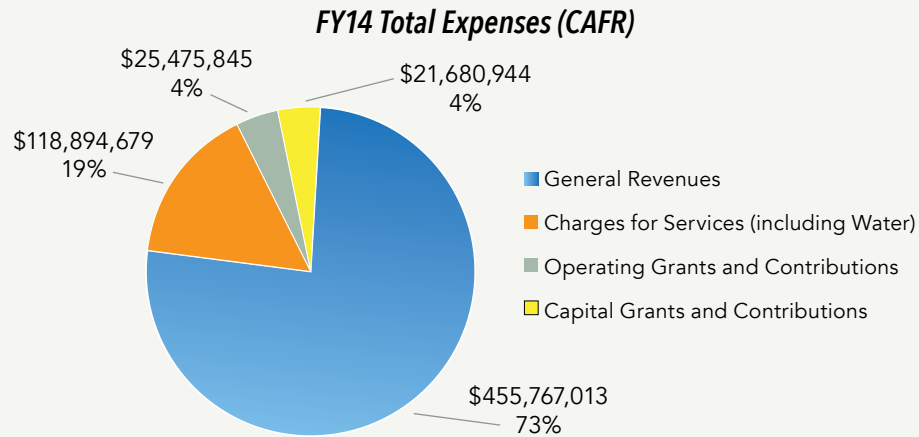
Also, there are three appendices containing information about City departments, the City's organization, and key city statistics.

FY14 was another strong year for the City. We continue to have one of the lowest property tax rates compared to surrounding communities while still being able to expand services.

The City closed out FY14 with substantial Free Cash reserves of \$142.2 million and \$117.5 million in excess levy capacity (one of the highest in the Commonwealth).

The charts on the following page show some of the highlights from 2014.

In the past eight years, we have produced budgets that have reflected community needs, while still maintaining an average annual increase of 4.5% in the property tax levy. During this period, approximately 75 percent of residential taxpayers have



seen a reduction, no change or an increase of less than \$100 in their property tax bill. This is the third consecutive year that we have produced a 0% increase in the water rate. In FY15, the sewer rate will increase by 4.2%, resulting in a combined rate of 2.9%.

With an FY14 appropriation of \$10.3 million in Community Preservation Act Funds (CPA) for affordable housing, historic preservation and open space preservation, the City was able to appropriate/preserve \$131 million in CPA funds, of which approximately \$44 million was derived from state matching funds.

As a result, 349 affordable units were under development this year in various Cambridge neighborhoods with CPA funds.

The collaborative efforts of the City administration, City Council, and our volunteer Boards and Commissions are part of what makes Cambridge a great place to live in, work in and visit.

Sincerely,

Richard C. Rossi
City Manager

GOALS OF THE CITY COUNCIL

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.



*Back row: Councillors Timothy Toomey, Craig Kelley, Leland Cheung, Marc McGovern, Mayor David Maher;
Front Row: Councillors Dennis Carlone, Nadeem Mazen, E. Denise Simmons, Vice-Mayor Dennis Benzan.*

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. This allotment includes funding for City Councillors and Council Aides.

City Council Goals for FY14:

GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate 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 while providing a high quality array of City services.

GOAL 3: Strengthen and support human services, public education and out of school 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 community and environment to advance Cambridge as a leader in public health and environmental sustainability.

GOAL 6: Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.

GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

GOAL 8: Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

“City staff conducted broad outreach to engage the community in the Climate Change Vulnerability Assessment and will utilize results to prepare a climate change adaptation/resilience plan.”

ENVIRONMENTAL SUSTAINABILITY

In FY14, the City reaffirmed its commitment to address sustainability and resiliency issues. This included collaborating with the Climate Protection Action Committee (CPAC) to formulate climate protection goals and objectives for 2020 in order to prioritize actions to address climate change.

The newly formulated Getting to Net Zero Task Force advises the City administration on ways to put Cambridge on a trajectory to becoming a Net Zero Community.

This past year, City staff conducted broad outreach to engage the community in the Climate Change Vulnerability Assessment and will utilize results to prepare a climate change adaptation/resilience plan.

In October, City and state partners celebrated the opening of the 3.4 acre Alewife Reservation Stormwater Wetland, which provides significant environmental benefits by eliminating combined sewer outfall and reducing discharge of pollutants to the Little River and Alewife Brook.

The wetland also provides recreational amenities, including a boardwalk and scenic overlooks, environmental education opportunities, an amphitheater and links to the Alewife Greenway Extension’s bike and pedestrian paths. The wetland project was also named a 2014 Public Works Project of the Year by the American Public Works Association.

This spring, Public Works launched a one-year Curbside Composting Pilot Program with support from Massachusetts Department of Environmental Protection in 500 North Cambridge households. Participants dispose of food scraps in City supplied biobags and bins, which are picked up weekly by a dedicated Public Works truck. If successful, the City will look to expand the program in future years.



Through the efforts of the Community Development Department, we continued working on organizational development and advancement of key initiatives of the historic Cambridge Compact for a Sustainable Future that created a partnership between the City, Harvard, MIT and Cambridge businesses. Last fall, working in conjunction with the Cambridge Redevelopment Authority (CRA), the City sponsored the 2013 EcoDistrict Summit, which convened leading municipal policymakers, developers, business leaders, planners and community leaders to share best practices in sustainable development through the EcoDistrict Framework. Further collaboration with CRA, MIT, Kendall Square Association and Kendall Square businesses led to the establishment of the Kendall Square Eco District.

FOSTERING COMMUNITY & SUPPORTING NEIGHBORHOOD VITALITY

This summer, City staff launched Cambridge Conversations to engage the broader community in our preparation for a comprehensive Master planning process. The newly created Youth Engagement Task Force recruited students and interns to conduct community outreach and implement initiatives to also involve young people in the urban planning process. Through increased social media efforts, the Community Development Department enhanced its community outreach efforts to facilitate interaction, reach new audiences and develop new opportunities to further engage the community in planning conversations and City programs.

On May 16, 2004, Cambridge became the first city in the nation to issue Same Sex Marriage Licenses. This past May, City leaders commemorated the 10th Anniversary of this watershed moment in the history of civil rights. Mayor David P. Maher hosted a special anniversary celebration at Cambridge City Hall with participation from City officials, Cambridge GLBT Commission, MassEquality and GLAD (Gay and Lesbian Advocates and Defenders). The event included musical performances by Voices Rising and Cambridge Rindge & Latin students and a short film of the first

marriages in Cambridge. Some of the couples who filed intentions to marry at midnight on May 16, 2004 were also present. Additionally, interested couples were able to take their marriage vows or renew them at this special celebration.



2014 saw an exciting activation of the Central Square Cultural District, a highly competitive state designation the City attained in 2013 through the coordinated efforts of Cambridge Arts. Events such as Cambridge Open Studios, Cambridge River Festival, Taste of Cambridge, Art City and Cambridge and the first annual Cambridge Jazz Festival, encouraged and supported cultural

economic activity in the District. Continued work by the Cambridge Arts Council Advisory Committee will further strengthen the relationships and opportunities for programming and tourism between arts and cultural organizations, businesses and the university communities. The Cultural District designation is formally in effect for a 5-year period and ties together the diverse communities that exist in Central Square through a unified message that emphasizes and celebrates the unique mix of art, entertainment, education and food and science in Central Square.

Through Cambridge Creativity Commons (CCC), Cambridge Arts facilitated a shared space for students and teachers in Cambridge Public Schools to engage in exploration of imaginative ideas and creation of interdisciplinary projects during in-school and out-of-school time. To date, CCC has provided a creative outlet for more than 3,000 Cambridge youth.

This past year, Cambridge Arts launched Let the Public Play, a multisensory public art project to provide hands-on opportunities to educate the public on the recommendations of the *Healthy Play & Playgrounds* Report and promote intergenerational, open-ended play in the City's parks and open spaces.

Through its Summer in the City series, Cambridge Arts reached 5,000 people through interactive artistic performances in parks and public spaces.

Gallery 344 hosted innovative programming designed to engage audiences directly in the creation and presentation of public artwork. Featured exhibitions included ROUND: Cambridge, an interactive project created by local artist Halsey Burgund as a city-wide, site-specific sound art installation.

The project engaged the general public and Cambridge youth through music and participant commentary via smart technology.

Renovation to three Cambridgeport parks was recently completed; also completed were the designs for the renovation of Hurley Park, Bishop Allen/Main Plaza and Elm/Hampshire Plaza. A public process for renovation of the Haggerty School Playground was initiated and the finalized Cambridge Common Improvement Project design was brought into construction. Created *Play in the Public Realm* guidebook suggesting ways to make streets, walkways, plazas and other public spaces more playful, engaging and welcoming to people of all ages and physical abilities.

The recently launched Healthy Aging Through Community Design project engages seniors and addresses transit usability, mobility and accessibility issues. Also improvements to the Community Garden Program included development of accessible garden plots and creation of 25 new plots to promote urban gardening opportunities.

SUPPORTING COMMUNITY HEALTH

The Cambridge Peace Commission working with the Cambridge-Haiti Sister City Committee established a sister city in Haiti, building on the work of its 2013 Cambridge delegation that created relationships and assessed how to leverage the resources of Cambridge to support and expand educational, environmental and public health work in and around the City of Les Cayes, Haiti.

Several City departments facilitated services and activities at Cambridge Rindge and Latin School by supporting students, faculty and staff in the wake of incidents of violence affecting Cambridge. Working with local clergy, The Cambridge Police Department established the first Police Chaplaincy Program in Massachusetts, serving victims, members of the community and first responders who have been exposed to traumatic events.

To better understand and address health needs of residents, Cambridge Public Health Department completed a comprehensive Community Health Assessment in 2014. Based on these findings, seven health priority areas were identified for the City: Mental and behavioral health; housing affordability; healthy eating and active living; violence; substance abuse (including tobacco); access to health care; and equity and social justice.



“The Cambridge Police Department established the first Police Chaplaincy Program in Massachusetts, serving victims, members of the community and first responders who have been exposed to traumatic events.”

To create opportunities for low-income and immigrant residents to eat healthier and be more active, City departments and community partners collaborated on initiatives resulting in the introduction of international dishes in all public school cafeterias; the City's first culturally appropriate bicycle workshops for immigrant families; and the formation of the Cambridge SNAP Match Coalition to leverage funds for low-income families to purchase fresh foods at farmers markets.

City partners also worked with the Food and Fitness Policy Council to broaden access to fresh, healthy food and fitness opportunities, and provided ongoing design services for schoolyard and community gardens. Subsequently, we launched the Cambridge Healthy Markets Program, which provides local food retailers with the resources necessary to promote access to healthy foods in Cambridge neighborhoods. In further efforts to support healthy lifestyles and build community, the City organized year-round public biking, walking and other events.

“City staff collaborated to develop and implement a workshop to reduce the potential for conflict between youth and police officers...”

COMMITMENT TO HUMAN RIGHTS

The Cambridge Human Rights Commission (CHRC) partnered with the National Center for Lesbian Rights (NCLR), based in Washington, DC, to provide a seminar on HUD's LGBT Equal Access rule, which expands federal fair housing protections to persons in the LGBT community.

CHRC Commissioners and staff provided a series of presentations to new immigrants, English-language learners and Adult Basic Education students at the Community Learning Center. Students were informed about local anti-discrimination laws and the investigative and enforcement services of the CHRC.

Additionally, we expanded outreach efforts to public and low-income housing developments and to neighborhood organizations and community groups across the city to improve understanding of the role of the Police Review & Advisory Board, its work and the process of filing complaints.

City staff collaborated to develop and implement a workshop to reduce the potential for conflict between youth and police officers, helping young people understand their rights and responsibilities, maintain their composure, keep situations from escalating, and understand the consequences of their actions.

HOUSING

With an FY14 appropriation of \$10.3 million in Community Preservation Act Funds (CPA) for affordable housing, historic preservation and open space preservation, the City was able to appropriate/preserve \$131 million in CPA funds, of which approximately \$44 million was derived from state matching funds.

As a result, 349 affordable units were under development this year in various Cambridge neighborhoods with CPA funds. Additionally, 94 affordable senior/disabled rental units in Harvard Square were preserved. Construction began on 40 new affordable rental units in Central Square. Revitalization plans advanced for state-assisted public housing at Jefferson Park.

Community Development staff educated over 520 participants about homeownership at monthly workshops and counseled 120 individuals, facilitating access to homeownership. Approximately 100 affordable units were made available to residents.



“...349 affordable units were under development this year in various Cambridge neighborhoods with CPA funds.”

Affordable Housing Creation & Preservation Activity in Cambridge: FY05 to Present

March 2015 (updated)

PRODUCTION SUMMARY

New Development	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Complete	Underway	Grand Total
Rental units- new construction:	32	0	0	35	40	40	0	0	0	0	20	107	60	167
FTHB - new construction:	39	13	34	14	0	0	0	0	0	0	0	100	0	100
subtotal new development:	71	13	34	49	40	40	0	0	0	0	20	207	60	267

Conversion from Market-Rate	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Complete	Underway	Grand Total
Rental - acq/conversion:	1	8	26	16	35	0	0	0	14	0	10	100	10	110
FTHB/FAP:	6	10	7	3	2	2	2	0	2	0	3	37	0	37
subtotal - conversion:	7	18	33	19	37	2	2	0	16	0	13	137	10	147

Inclusionary (rental & FTHB)	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Complete	Underway	Grand Total
subtotal - inclusionary:	92	150	71	9	0	6	10	91	178	29	57	542	151	693

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Complete	Underway	Grand Total
TOTAL UNITS CREATED:	170	181	138	77	77	48	12	91	194	29	90	886	221	1107

PRESERVATION OF EXISTING STOCK	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	Complete	Underway	Grand Total
Expiring Use Preservation	27	0	0	0	0	0	125	205	0	94	105	300	256	556
Recapitalization	0	17	45	0	0	115	0	231	0	0	103	408	103	511
FTHB Resales*	0	0	0	0	0	0	12	8	12	14	7	53	0	53
TOTAL UNITS PRESERVED:	27	17	45	0	0	115	137	444	12	108	215	761	359	1120

Notes:

Data from City budget reporting since FY05 (July 1, 2004)

Includes City/Trust-funded units/projects which closed during FY05 through FY15, to date

Includes private Inclusionary projects which were put under covenant restriction since FY05 (July 1, 2004)

*remaining preservation needs include 565 units, at two properties, with restrictions expiring by 2021

TECHNOLOGY

Innovation plays a critical role in the City's ever-expanding interest of keeping pace with technology that will enhance service delivery and municipal government communication. As part of our ongoing Open Data Initiative, we will continue to use technology to increase accessibility to and transparency of information owned by the City.



“As part of our ongoing Open Data Initiative, we will continue to use technology to increase accessibility to and transparency of information owned by the City.”

In FY14, as a follow-up to the Gartner Report recommended initiatives, the Information Technology Department (ITD) formalized the governance structure through E-Gov committees, to ensure that the appropriate decision makers, priorities and framework were put in place to effectively assess and prioritize IT investments going forward.

City Staff conducted a Citywide technology survey in the fall of 2013 which validated the need to increase automation, reduce paperwork and streamline processes. Projects were approved in both FY14 and FY15 that focus on performing analysis of the Enterprise Financial, Human Resource and Permitting applications expressly to identify projects to address these issues. Additionally, the City launched a public access Open Data pilot in the fall of 2013 which gave access to 116 datasets related to Geographical Information.

ECONOMIC VITALITY

Working closely with local businesses and neighborhood associations, the City continued to support a vibrant community filled with arts and culture as represented in the Central Square Cultural District designation that highlights the unique character and vital activity of this area.

This year, we launched Storefronts for All, an enhancement to the City's Storefront Improvement Program, to remove architectural barriers and create universal access to retail. Provided matching grants for 12 storefronts and architectural design services to 10 additional businesses in FY14.

Through the Best Retail Practices Program, Economic Development Division staff assisted 40 Cambridge retailers and provided 12 matching grants for interior and marketing improvements to businesses.

Staff also assisted over 140 entrepreneurs through 21 Business Development workshops and worked directly with 75 businesses on matters such as start-up assistance and site searches. Expansion of the Cambridge Innovation Center added over 100,000 sf of office and lab co-working spaces and over 400 new members/workers to the local economy.

Additionally, staff supported skills, academic and leadership training for 125 out-of-school youths enrolled in the Just-A-Start YouthBuild AmeriCorps program, which was selected by the U.S. Department of Housing and Urban Development (HUD) to showcase in its 40th anniversary celebration of the Community Development Block Grant (CDBG).



“This year, we launched Storefronts for All, an enhancement to the City’s Storefront Improvement Program, to remove architectural barriers and create universal access to retail.”

CONNECTING TO HUMAN SERVICES

The Recreation Division's Cambridge Program basketball team was selected to represent Massachusetts in the Special Olympics National Games in Princeton, New Jersey, in June. The team, which is the current Massachusetts State Champion, was ranked third in their competition pool.

“The Recreation Division’s Cambridge Program basketball team was selected to represent Massachusetts in the Special Olympics National Games in Princeton, New Jersey, in June.”



Cambridge Citywide Senior Center encouraged its seniors to “live healthy” through a new program that introduces them to gardening, offers nutrition lectures and cooking classes that encourage healthy eating. Both the Citywide and North Cambridge Senior Centers continued to provide daily meals to elders.

The Community Engagement Team (CET), a multi-agency collaborative, reached out this past year to underserved Cambridge families to connect them to community events and resources, develop community leaders and support agencies in working with a diverse community. A large component of this effort is hiring and training a group of multi-cultural and multi-linguistic community members

(American-Born Black, Bangladeshi, Brazilian, Chinese, Ethiopian, Haitian, Somalia, and Spanish- and Arabic-speaking) as outreach workers. CET outreach workers also deliver a series of parenting workshops in parents’ native languages.

A variety of youth and adult employment programs helped develop the work readiness of participants through career counseling, intensive case management, job search assistance, additional education and training, including soft skills training.

CHILDREN, YOUTH & FAMILIES

Our commitment to Cambridge youth remains strong through the creation of the Office for College Success and additional summer camp scholarships for low income children. The newly formed Early Education Task Force will help us identify opportunities for expansion of early childhood services.

The Department of Human Services (DHSP) enhanced its capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, communication to families and strengthened linkages with schools.

Over 50,437 meals were served at 25 park sites or enrolled summer programs throughout the city as part of the 2013 Summer Food Service Program. First Lady Michelle Obama's Lets Move initiative was incorporated at park sites as well. This program consisted of an hour of exercise and movement before a free nutritious lunch, which was served to anyone under the age of 19. Additionally, a major dance or exercise event was held weekly at one of the sites. DHSP staff also provided parent support and fostered community through parent child playgroups, family fun days and dances, family literacy events and support groups to 700 families.



“Over 50,437 meals were served at 25 park sites or enrolled summer programs throughout the city as part of the 2013 Summer Food Service Program.”

SCHOOLS

Cambridge Public Schools (CPS) received high praise from *The Boston Globe* “Dream Schools” project, which rates schools based on student Math MCAS growth, English Language Arts MCAS growth, Resources and Diversity. Cambridge Rindge and Latin School (CRLS) was named the third best school in the State by these measures, and all 12 elementary schools scored in the top 200 in one or more categories, with nine schools scoring in the top 200 in at least two categories.



CPS launched a Family Engagement Planning Process that will reach into all schools, with a focus on supporting families to be partners in their children’s education. This past year saw extensive collaboration with the City’s Community Engagement Team and active participation in the Kids’ Council around these issues.

Environmental Sustainability collaborations between CPS and the City continued to yield great results. Recycling increased across all buildings and 8 of 13 school buildings are now composting food scraps from their cafeterias. Green building design, promotion of our gardens and use of locally-grown food, green cleaning initiatives and energy conservation efforts within buildings are all important elements in this ongoing work and collaboration with the City.

In year two of the Innovation Agenda, CPS continued to invest in a rigorous curriculum with an extensive City – and community – partnership to educate the “whole child.” CPS staff and community partners created a robust menu of after school programs and classes for middle-schoolers, and implemented a passport process for students to set goals for becoming well-rounded and engaged members of their community.

PUBLIC SAFETY

Cambridge Police Department (CPD) reported a historic drop in crime across the city, with violent crime dropping 21% and serious crime declining by 8% in 2013, reaching a 50-year low. In the last 10 years, total crime has dropped 19% across the city. The drop in violent crime is attributable to a 28% decrease in aggravated assault and a 21% reduction in street robberies.



A full-time Explosives Ordnance Device (EOD) Unit was added this past year as part of the department's ongoing efforts to enhance the safety of the city and surrounding communities. The Cambridge EOD is one of only four certified teams in the Commonwealth, joining Boston Police Department, Massachusetts State Police and MBTA Transit Police. The Unit is comprised of a Sergeant, four specially trained and certified bomb technicians and five new bomb dogs.

In addition to supplementing the overall police presence in the city, the unit will serve as a regional asset providing various types of support, including bomb sweeps of special events, like the Boston Marathon, large city events, deployment for dignitary protection details and cases involving possible explosive devices and suspicious package calls.

An additional new safety measure this year included the installation of innovative technology that will help CPD detect and locate weapon discharges.

“Cambridge Police Department (CPD) reported a historic drop in crime across the city...”

TRAFFIC & TRANSPORTATION, SAFE ROADWAY & BIKE INFRASTRUCTURE

City leaders also collaborated on creation of a new Cambridge Initiative on Domestic Violence to develop violence prevention and intervention strategies.

Cambridge Fire Department (CFD) continued to earn a Class 1 designation, the highest rating attainable. CFD is the only fire department in Massachusetts with this rating and one of 62 departments in the U.S.

Seven new firefighters were appointed this past year.

Cambridge Animal Commission continued working with Cambridge Fire Department's Emergency Management Division on developing protocols and receiving equipment and supplies from Homeland Security for the evacuation of pets in the case of a disaster.

The Emergency Communications Department's 911 Center answered 40,000 emergency calls and dispatched over 115,000 police, fire and EMS incidents in the city.

The City's public safety agencies continued to increase readiness for handling terrorist-sponsored attacks in or near the city through installation of high-speed, and a dedicated Boston area public safety fiber and wireless network to support police and fire operations during disasters.

In an effort to promote year-round bicycling in Cambridge, the Hubway Bikeshare Network added more stations and launched the first-in-system winter pilot for eventual year-round operation of Hubway in Cambridge.



This year, 30 new covered and secure bicycle parking spaces were added in the Green St. Municipal Garage in Central Square. This is in addition to the 401 bicycle spaces that already exist in Central Square, including the other covered location in Municipal Lot #5, 84 Bishop Allen Drive.

We also installed the City's first protected on-street bicycle facility on Ames St. between Broadway and Main St. to improve the safety of bicycling on this

busy block. Another eight parking stalls that can accommodate multiple bicycles were also installed and 120 bike parking racks were added on public sidewalks and at public buildings in Cambridge.

Traffic calming designs for Mead, Sherman and Tremont/Gardner Streets were completed.

This past year, several City departments worked on a process to analyze crash reports through the creation of a multi-year database of crashes involving bicycles. This data will be used to identify trends, track frequency and identify locations that may need safety improvements. Additionally, the City's first permanent vehicle and bike counting station was installed on Hampshire St. at Cardinal Medeiros Ave. This count station is collecting 24-hour, year-round traffic volume that can help City staff further analyze traffic trends.

City staff worked closely with the MBTA on their Key Bus Route Program to identify improvements that may be need at bus stops in the city.

A number of traffic signal and cross walk improvements were made at several busy intersections to improve cyclist, pedestrian and driver safety.

This summer, as part of the Cambridge Bicycle Network Plan, City staff engaged the community on ways to improve the city for bicycling and increase awareness of roadway safety and the general rules of the road.

PRESERVING OPEN SPACE AND WATER INFRASTRUCTURE

Every day, hundreds of people visit Fresh Pond Reservation to walk around the pond, bike, wander the nooks and paths, and socialize. A few years ago, Water Department staff created a Census Program to better quantify the number of visitors and determine the different user types at Fresh Pond. This data helps the Water Department better manage the Reservation, develop and implement strategies to reduce user conflicts, and focus restoration projects in popular locations. In 2014, three more measuring devices were added to further monitor and understand the usage of Fresh Pond Reservation.



The initial phase of the Kingsley Park Restoration Project is due for completion in October 2014. This process will help preserve and improve the historic, recreational and ecological resources of this treasured park, while also including improvements to universal accessibility, pathway circulation and drainage, native species habitat, historic overlooks, and the addition of discovery areas for children. These improvements are expected to preserve and enhance the park to protect Fresh Pond's water quality and recreational uses for generations to come.

The City's water transmission and distribution system consists of 190 miles (1 million linear feet) of underground pipes. About half of it is made of unlined cast iron pipe. This past year, a number of pipes were rehabilitated to improve water quality and reduce the number of water main breaks and service leaks.

As part of the City's Energy Efficiency Initiatives (to reduce energy usage and greenhouse gas emissions, and add renewable energy sources), the Water Department, being the highest energy use City building, has undertaken several energy saving projects. These include LED Lighting Upgrades, Variable Frequency Drives on raw water pumps and installation of PV solar panels on the Water Treatment Plant's roof. The Water Department also continues the Peak Electrical Demand Management Program, which reduces energy usage for department and demand charges for the City as a whole.

MAJOR PROJECTS, ROADWAYS AND SIDEWALKS, UTILITY INFRASTRUCTURE

The City of Cambridge is committed to improving roadway and sidewalk conditions, as well as public utility infrastructure (sewer, drain and water). Public Works keeps the community informed of these improvements through a variety of channels which includes hand-delivered notices, an interactive construction website, social media accounts, community meetings, including formal design discussions, night and weekend open houses and community barbecues and ice cream socials.

Staff from the Department of Public Works hosted over 45 community meetings, including formal design discussions, night and weekend open houses and community barbecues and ice cream socials for neighbors directly impacted by large construction projects.

Four major projects that were completed in FY14 include:

- Completion of Longfellow Road, the City's first residential shared street design.
- Completion of the raised intersection on Irving St./ Scott St./ Farrar St. intersection
- Completion of Mason Street, including new sidewalks, new roadway, and addition of bicycle lanes
- Completed the last phase of a 14 year effort to remove 370 common manholes from the City's sewer/stormwater system, which has resulted in significant reductions of stormwater being sent to Deer Island for treatment, and has reduced sewer backups and sewer overflows to the Charles River and Alewife Brook.

APPENDIX 1: OVERVIEW OF CITY DEPARTMENTS

Affirmative Action

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 recruited. 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.

Animal Commission

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.

Cambridge Arts Council

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 in Cambridge.

Assessing

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.

Auditing

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures 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.

Budget

The Budget Office's primary responsibility is the preparation of the annual Operating and Capital budgets for submission by the City Manager to the City Council, as required by Chapter 44 of the Massachusetts General Laws. Milestones in the budget process include: Creating the City Manager's operating and capital budget guidelines for departments; Overseeing quarterly updates by departments of the City's benchmark system; and Reviewing proposed departmental expenditure and revenue budgets, narratives, goals and performance measures with the City Manager.

City Clerk

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. The Office also offers notary services to the public.

City Council

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.

City Manager

The City Manager, as 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 the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and coordinate with City departments to conduct neighborhood meetings regarding community concerns. The Deputy City Manager acts as the overall project manager for the planning and implementation process on Capital Construction Projects. The City Manager's Office works closely with the City Council on its mission to improve the quality of life for everyone in the community. Careful executive level management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with particular attention to the impact of budget decisions on taxpayers.

22-CityView

22-CityView 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. 22-CityView 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.

Community Development

The mission of the Community Development Department (CDD) is to guide planning and future growth in a manner that best supports the overall health, sustainability and diversity of the city. The Department focuses on initiatives to enhance neighborhood character and vitality, encourage sustainable lifestyles, and build the economic capacity that contributes to the tax base, expands job opportunities for residents and enables high quality services in the community. CDD works to strengthen communication and build productive partnerships among and between City government, state/federal agencies, residents, property owners, the business community, nonprofits and major institutions.

Conservation Commission

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.

Consumers' Council

The Consumers' Council is a division of the License Commission that collaborates with City departments and outside agencies to provide resources, support and influence on consumer matters. The Council works in cooperation with the Attorney General to mediate individual/business complaints in an attempt to avoid legal action by either party. Staff is watchful for scams and trends in the marketplace that may affect the citizenry. The Council remains active in consumer organizations on the state and national level, including the Massachusetts Consumers' Coalition and the Consumer Federation of America.

Election Commission

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.

Electrical

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. The department 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. The department also oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Emergency Communications

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC) located at the Robert W. Healy Public Safety Facility. The Center received over 50,000 911 and other emergency calls and alarms in the year and managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources. ECC staff also handled over 165,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hours City information. The department also coordinates many public safety IT functions and assists with oversight of the City's radio systems.

Finance

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 Assessing, Budget, Information Technology (IT), Personnel, Purchasing, Treasury and Revenue and functions. The Assessing, Budget, IT, Personnel and Purchasing departments are located alphabetically in this annual report and include separate overviews and highlights.

Fire Department

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.

GLBT Commission

The Gay, Lesbian, Bisexual and Transgender (GLBT) Commission was formed after a GLBT Town Meeting in 2004 and began meeting in 2005. Enacted officially by City Ordinance in 2007, its mission 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 promotes policies and practices that have a positive effect on the health, welfare and safety of persons who live, visit or work in the City of Cambridge with regard to sexual orientation and gender identity.

Historical Commission

The Cambridge Historical Commission (CHC) is the City's historic preservation agency and seeks to preserve the integrity and diversity of Cambridge's built environment. More than 3,000 buildings are protected in two historic and four neighborhood conservation districts (NCD), each overseen by a

volunteer board; 37 City landmarks and 42 individual properties with preservation restrictions are also protected. The CHC reviews demolition applications for all buildings over 50 years old and may delay demolition of preferably preserved significant buildings for a limited time to seek preservation alternatives.

Human Rights Commission

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 to and collaborates with other City agencies and organizations on issues relating to civil rights.

Human Services

The Department of Human Service Programs (DHSP) provides a wide range of services that are 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.

Information Technology

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users from 42 departments in 40 municipal buildings. ITD maintains all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), the City Website and Geographical Information System (GIS). ITD also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Fire, Police and Schools.

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 system.

Inspectional Services

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. ISD also enforces the Zoning Ordinance and provides staff support to the Board of Zoning Appeals (BZA).

Law Department

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.

Cambridge Public Library

The Cambridge Public Library (CPL) serves as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic mission of the library. CPL is a dynamic, community-oriented system providing excellent services, collections and programs to all members of the community. We are dedicated to affording the people of Cambridge resources for recreational reading, independent learning, and the introduction of children to the world of literacy and learning. CPL is designed to work as a unified system with a strong main library and six active branch libraries each tailored to the unique constituencies and needs of its immediate neighborhood.

License Commission

The Cambridge License Commission, comprised of an appointed Chairperson, the Fire Chief and the Police Commissioner, 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.

Mayor's Office

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 and serves as the City's official receiver for visiting dignitaries and distinguished visitors. 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. 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.

Peace Commission

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 also supports Cambridge's Sister City relationships.

Personnel

The Personnel Department is responsible for a variety of functions in support of City 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.

Police

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 department is to involve citizens, neighborhoods and police in formulating policy and policing strategies and community oriented policing to combat crime and undesirable elements associated with crime.

Police Review & Advisory Board

The Cambridge Police Review & 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 civilians who are representative of the City's racial, social and economic composition. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

Public Health

Cambridge Public Health Department (CPHD) is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The department's mission is to improve the quality of life of residents and workers by reducing sickness and injury; encouraging healthy behaviors; and fostering safe and healthy environ-

ments. 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 Council and the City Council's Community Health and Environment committees.

Public Works

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.

Purchasing

The Purchasing Office is responsible for 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 participation of and outreach to minority, local and women-owned businesses through the City's Minority Business Enterprise (MBE) Program and other venues.

Cambridge Public Schools

The Cambridge Public Schools (CPS) are committed to the twin goals of academic excellence and social justice for ALL students. Cambridge Public Schools' mission is to be a diverse urban school system that works with families and the community to successfully educate all of its students at high levels.

Traffic

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. The department 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.

Veterans' Services

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. 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.

Water

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 105,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the department. The CWD is regulated by Federal and State drinking water codes and is comprised of three major divisions: Administration/Business/Information Technology; Water Quality, Treatment and Watershed Operations; Transmission, Distribution and Engineering Operations.

Weights & Measures

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, 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, count requirements and 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.

Women's Commission

The Cambridge Commission on the Status of Women works in an inclusive manner to promote equality and justice for women and girls and advocates on their behalf with 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.

APPENDIX 2: POLITICAL STRUCTURE OF CAMBRIDGE

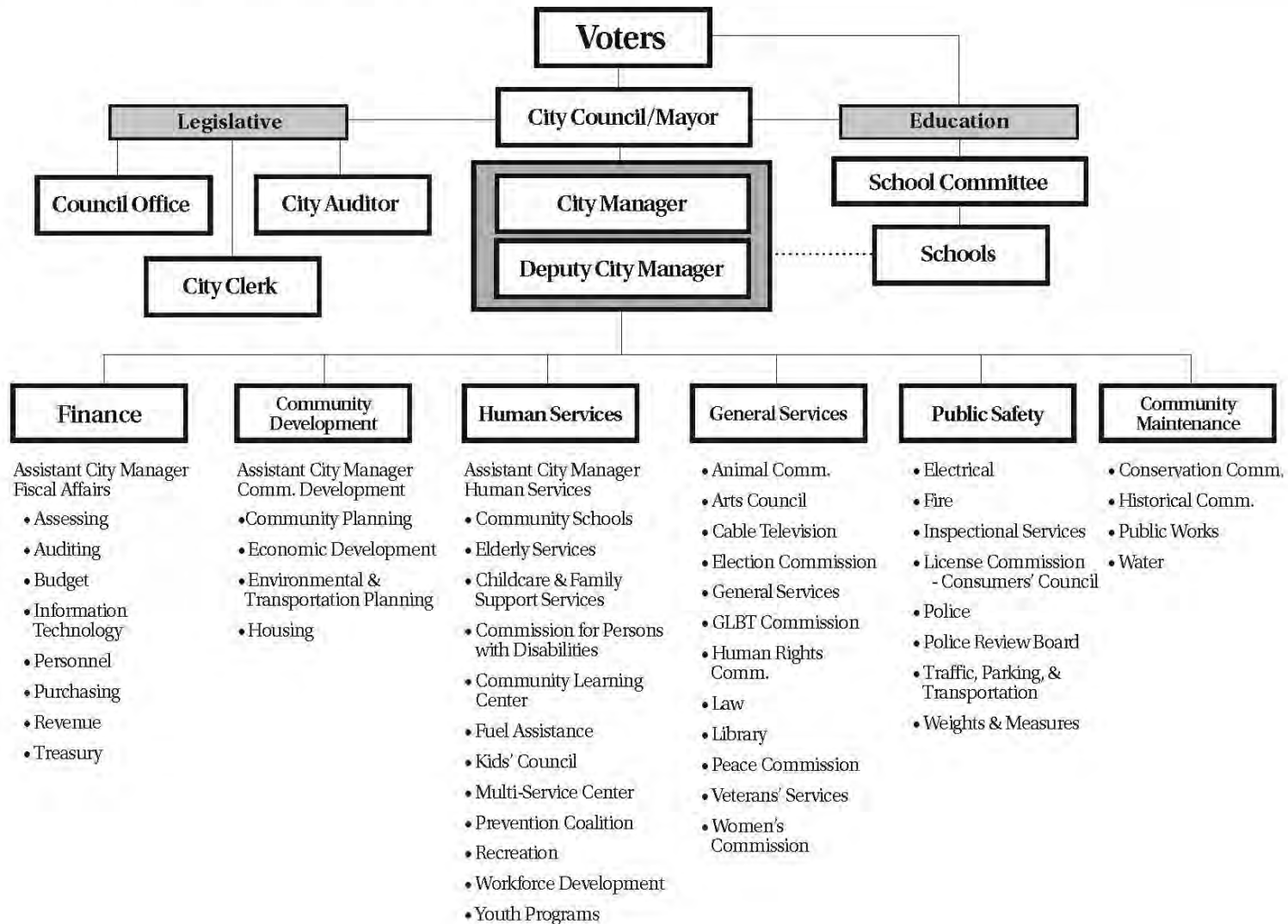
Plan E Form of Government - Proportional Representation

The City of Cambridge is governed by the Plan E form of Government. Nine City Councillors and six School Committee members are elected at large every two years under the Proportional Representation (PR) system, which allows voters to vote for as many candidates as they wish, but they must indicate their order of preference among those candidates by numbering each choice. Once elected, the City Council then elects a Mayor and a Vice Mayor. The Mayor chairs the City Council and School Committee and serves as the City's political leader. The City Council appoints a City Manager to serve as the City's Chief Executive Officer. For more information on voting and the election process, call the Cambridge Election Commission at 617-349-4361 or visit their website, www.cambridgema.gov/Election.

City Ordinances (Cambridge Municipal Code)

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. The most recent and official version of the Code is on file at the City Clerk's Office, 617-349-4260.

Organizational Chart



APPENDIX 3: CAMBRIDGE AT A GLANCE

Land Area: 6.43 Square Miles

County: Middlesex

Population: 105,162 (2010, US Census)

Population Density: 15,864 Persons per square mile (2010, CDD)

Person(s) Per Household: 2.00 Persons (2010, US Census)

Median Age: 30.2 Years (2010, US Census)

Foreign Born: 28.4% (2011-13, U. S. Census)

Home Language other than English: 33.2% (2011-13, U. S. Census)

Common Languages other than English: Spanish, Chinese, French/ French Creole, Indic Languages, African Languages, Portuguese, Korean, and German. (2011-13, US Census)

Racial Diversity:

66.6% White

11.7% Black

15.1% Asian

6.6% Other

(2010, US Census)

Hispanic Diversity:

7.6% of Residents w/Hispanic Background (2010, US Census)

Adult Educational Attainment:

74.0% College or Graduate Degree

10.1% Some College/Associates Degree

9.3% High School Diploma

6.6% No High School Diploma

(2011-13, US Census)

College & Graduate Students:

35,923 - Enrolled in Degree Program

(includes non-residents)

(2014, CDD)

Poverty Status:

8.8% of families

14.2 of Individuals

(2011-13, US Census)

Registered Vehicles:

48,217 Vehicles

44,712 Passenger Cars

(2013, Mass. Registry of Motor Vehicles)

Housing Units:

47,291 (2010, US Census)

Owner Occupied Housing:

34.6 % (2010, US Census)

Median Housing Sales Price:

\$1,200,000 Single Family

\$937,000 Two Family
\$575,000 Condominium
(2014, CDD)

Typical Rental Price:
\$2,300 One Bedroom,
\$2,838 Two Bedroom,
\$3,435 Three Bedroom
(March 2014, CDD)

Median Household Income:
\$73,750 (2011-13, US Census)

Jobs:
110,484
(2nd Quarter, 2014, Mass. Executive Office of Labor
and Workforce Development)

Average Annual Wage:
\$97,656
(2nd Quarter, 2014, Mass. Executive Office of Labor
and Workforce Development)

Resident Unemployment Rate:
4.1%
(June 2014, Mass. Executive Office of Labor and
Workforce Development)

Major Employment Sectors:
Education, Professional & Technical Services, Health
Care & Social Assistance, Accommodation & Food
Services, Retail Trade (2nd Quarter, 2014, Mass.
Executive Office of Labor and Workforce
Development)

FY14 Annual Operating Budget:
Residential \$8.38
Commercial \$20.44
(per \$1,000 of assessed value)

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

FY14 Annual Operating Budget:
\$507.2 million

Public Schools:
1 K-8 School, 11 K-5 Schools, 4 Upper Schools,
1 Comprehensive High School, including a Career
and Technical Education Program, and 1 Alternative
High School.

Private Schools:
13, plus 3 charters, numerous preschools and
special education

Higher Education:
Harvard University, Massachusetts Institute of
Technology, Lesley University, Cambridge College,
Episcopal Divinity School, Longy School of Music of
Bard College

Libraries:
Main Library and 6 branches

Post Offices:
Central Square, Kendall Square, Harvard Square,
Inman Square, Porter Square

Hospitals:

Cambridge Hospital, Mount Auburn Hospital,
Spaulding Hospital

Fire Protection:

8 fire stations, 276 sworn firefighters, 9 civilians

Police Protection:

1 police station, 280 sworn officers, 87 civilians**

Parks, Playgrounds & 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.*

*** Non-sworn personnel includes Traffic
Supervisors.*



The 3.4 acre Alewife Reservation Stormwater Wetland provides significant environmental benefits by eliminating combined sewer outfall and reducing discharge of pollutants to the Little River and Alewife Brook

City Manager Richard C. Rossi

Deputy City Manager Lisa C. Peterson

2015-16 City Council:

Mayor David P. Maher

Vice Mayor Dennis A. Benzan

Councillor Dennis J. Carlone

Councillor Leland Cheung

Councillor Craig A. Kelley

Councillor Nadeem A. Mazen

Councillor Marc C. McGovern

Councillor E. Denise Simmons

Councillor Timothy J. Toomey, Jr.



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