

# City of Cambridge FY15 Annual Report





City Dance Party image on front cover by 617images.com.

## City of Cambridge FY15 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

Cambridge strives to be a city that is livable, sustainable, and equitable not just for the current generation, but also for generations to come. During Fiscal Year 2015 (FY15), policy directives established by the City Council and work accomplished by my administration and City departments allowed us to achieve many new initiatives and to further strengthen existing programs and services. While this year's Annual Report highlights these many accomplishments, I will briefly point out a few noteworthy items.



The City ended FY15 in a very strong financial position and our continued AAA Bond Rating enabled us to finance major capital projects at very favorable rates that, in turn, resulted in significant savings to taxpayers. Major projects included renovation of the M.L. King School and Putnam Avenue Upper School, Western Avenue Reconstruction, and the continuation of sewer and stormwater projects, streets and sidewalks improvements, and technology initiatives.

In addition to our capital project investments, the City - through FY15 - has appropriated \$115 million in Community Preservation Act funds for affordable housing initiatives. Since FY05, the City has created 1,107 units of affordable housing and preserved an additional 1,120 affordable units. We are dedicated to offering affordable housing to residents through the preservation of existing affordable housing, development of new affordable units, and through zoning-based programs to create affordable housing.

The 2014 Biennial Citizen Survey conveyed that the City enjoyed an overall performance rating that is above the norm for most municipal governments—both regionally and nationally. Survey results show that 89% of respondents indicated “overall quality of life”

was either good or excellent and 92% indicated that Cambridge was either an excellent or good place to live. These high marks are attributable to the work of our dedicated City employees and their commitment to providing high levels of customer services and innovative programming.

A great example of innovative programming was the City's first Participatory Budgeting Process (PB). This community engagement endeavor directly involved residents in the budgeting and City-building process, helped foster civic engagement and ensured that the City's Capital Plan reflected the priorities of Cambridge residents. Residents were invited to propose ideas to improve Cambridge and vote on how to spend over \$500,000 of the FY16 Capital Budget.

Another area that Cambridge places a high priority on is reducing our carbon footprint and addressing climate change. This past year, after significant work by the Net Zero Task Force that I appointed, the City Council adopted a Net Zero 25-Year Action Plan which sets the City on a trajectory to achieve "Net Zero" greenhouse gas emissions from buildings, which account for 80% of total emissions generated locally.

Finally, this past year City officials and staff laid the foundation for a comprehensive, multi-year planning process that will create a shared vision for the City and its future. The Citywide Planning Process emphasizes

active public engagement and highlights the importance of coordination with other ongoing citywide efforts such as Climate Change Preparedness Planning, Community Health Improvement Planning, Transit Strategic Planning, and others.



Cambridge is a remarkable city and it is a great honor to serve as City Manager. I look forward to continuing the work of keeping Cambridge a great place for residents and visitors to live, work, play, and learn.

*Richard C. Ross*

## ABOUT 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.

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.



*2014-15 City Council*

*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.*

*“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.”*

**City Council Goals for FY15:**

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.



For more information on this topic, visit: [camb.ma/fy15-2](http://camb.ma/fy15-2).

## INVESTING IN OUR COMMUNITY

The City administration is committed to sustaining a high quality of life in our community and providing excellent City services while keeping in mind the City Council goal of maintaining a strong financial position, and an awareness of the impact on taxpayers. We have been able to achieve this with a moderate increase on the property tax levy, and still have a lower property tax rate and lower bill than surrounding communities. While the City has many sources of revenue, approximately 66% of the Operating Budget is supported by Property Taxes. Over 50% of the City's Budget goes toward Education and Public Safety, followed by Community Maintenance and Development (20%).



Our commitment to investing in infrastructure remains strong, FY15 Public Investment highlights include:

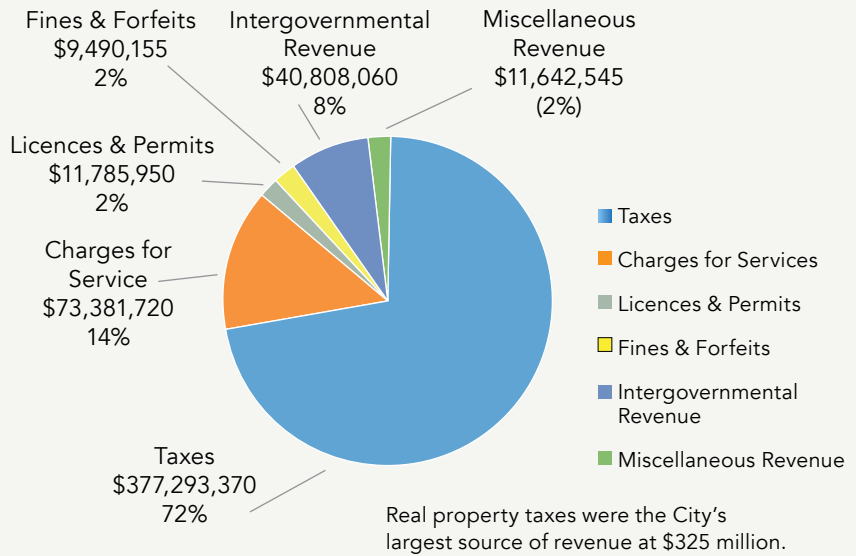
- Sewer Reconstruction (\$10.95 million)
- Street/Sidewalk Reconstructions (\$4.58 million)
- Information Technology Initiatives (\$3.8 million)
- Water System Improvements (\$3.4 million)
- Building Renovations (\$3.06 million)

The City also sells General Obligation Bonds to finance major capital projects. Our continued AAA bond rating from three major credit rating agencies enables us to pay lower rates and minimize tax impact of ongoing projects such as the Elementary School Reconstruction. In FY15, the majority of the construction of the M.L King Jr. Elementary School and Putnam Ave Upper School was completed. This school will be the City's first near NET ZERO facility.

An allocation of \$11 million will be used to fund design and construction services for the King Open and Cambridge Street Upper School & Community Complex. The King Open School, located at 850 Cambridge Street, will be the second school to be redesigned to include a JK-5 Program, an Upper School Program, Community School and Afterschool programs, the redesign of the Valente Branch Library, and the Gold Star Pool.



### FY15 Budgeted Revenues

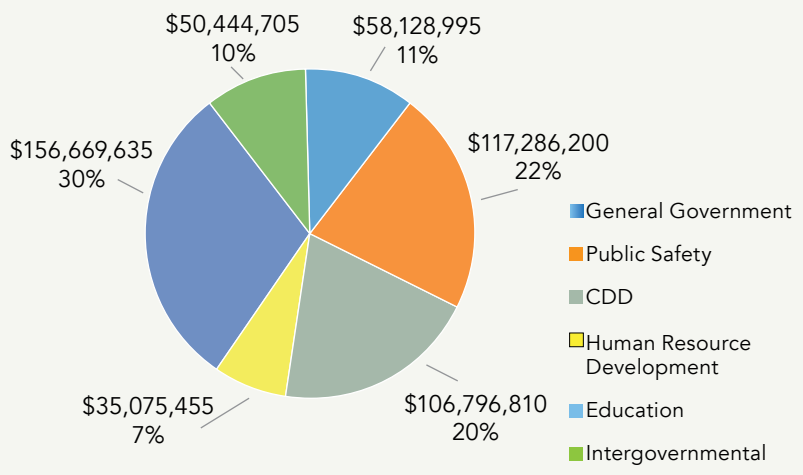


In FY15, the City completed the LED conversion of all 4,900 neighborhood streetlights in the city. Designed with the latest energy-efficient technology, the new LED Cobra Head streetlights provide more consistent illumination while helping reduce the overall power consumption of the City.

New development growth in Cambridge helps to grow the City's tax base. The Community Development Department (CDD) supported sustainable growth through project review and development permitting, with projects in construction generating significant new property taxes. Cambridge's fiscal stability and promising future helps attract additional development investments which ultimately support services for the entire community.

For more information on this topic, visit: [camb.ma/fy15-3](http://camb.ma/fy15-3).

### FY15 Budgeted Expenditures



Education continued to be one of the City's top priorities in FY15, followed by Public Safety.



## TRANSPARENCY IN CITY GOVERNMENT

The City of Cambridge is committed to using technology to increase accessibility to and transparency of information owned by the City. Providing information through our Open Data Portal, [cambridgema.gov/opendata](http://cambridgema.gov/opendata) is one means through which the City fosters engagement and collaboration with its citizenry.

The City's commitment to financial transparency expanded this year with the Budget Department providing FY11-FY15 Adopted Operating and Capital

data on the City's Open Data Portal, [budget.data.cambridgema.gov](http://budget.data.cambridgema.gov).

The City Clerk's Office began posting City Council Meeting Minutes online, in addition to providing the final actions of the meeting through the City Council's online database. This is part of a larger effort to improve digital access to all City Council materials.

For more information on this topic, visit: [camb.ma/fy15-4](http://camb.ma/fy15-4).



## CIVIC ENGAGEMENT

In FY15, the City launched its first ever Participatory Budgeting (PB) Program. This innovative civic process invited community members to decide how to spend \$500,000 of the City's FY16 Public Investment Budget. Forty volunteers reviewed over 380 ideas submitted by the public and developed the best suggestions into project proposals which were put to a public vote in December 2014. The six newly funded PB projects for FY16 were: 100 new trees, 20 new laptops at the Community Learning Center, over 300 bilingual books for children learning English, a public toilet in Central Square, 8 bike repair stations, and free public Wi-Fi at 6 outdoor locations. The inaugural PB process demonstrated that empowering residents to participate in civic processes produces meaningful community engagement.



The Community Development Department expanded its community engagement efforts by developing events, including competitions and workshops, tailored for various audiences throughout the city. Staff also worked with Cambridge Public Schools to engage children and youth and encourage ongoing civic participation. Finally, the Cambridge Conversations process resulted in staff, residents, businesses, and visitors connecting with each other to have meaningful dialog about the future of the city, subsequently providing valuable insights about Cambridge residents to City leaders as we embark on the Citywide Planning Process over the next 3 years.

Cambridge Police Department and the Department of Human Service Programs expanded their annual

“Door-2-Door” neighborhood outreach efforts through a new program called Cambridge Connects as a way to systematically listen to and learn from community members. The primary goal of Cambridge Connects is to improve the quality of life for Cambridge residents – particularly those in public housing – by collaborating with families in their own neighborhoods to build community capacity, awareness, involvement, and connections with the City, schools, and community partners.

For more information on this topic, visit: [camb.ma/fy15-5](http://camb.ma/fy15-5).

## FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

Community Schools, the network of neighborhood based services offering educational, cultural, social and recreational opportunities for all age groups, sponsored several citywide events that brought senior citizens from different neighborhoods together in a social atmosphere to build friendships and reduce isolation. During the summer, Community Schools offered Arts-in-the-Park at seven locations, featuring interactive activities in visual arts and performances by local and diverse artists in storytelling, puppetry, music, and theatrical performances for children, families, and the community.



Building a sense of community begins at an early age and children at the Morse and Peabody Afterschool programs grew their skills by providing support to the Preschool classrooms at their sites. The older children worked with the preschoolers through the Reading Buddies programs.

The 2014 Summer Food Program operated 26 sites throughout the City and distributed 46,979 meals - including breakfast, lunch and snacks - over an 8 week period.

The Neighborhood Service Project, a collaboration between the Office of Workforce Development and Cambridge Youth Programs, offered younger teens an opportunity to build community connections and project management skills by identifying an issue of

concern in their neighborhood, developing ideas to address it, and presenting possible solutions to a group of their peers and community members.

Finally, the Cambridge Public Library received the 2015 National Honor Award for Architecture from the American Institute of Architects (AIA). A jury of professionals selected the building as one of 11 nationwide to receive this prestigious award. The AIA jury stated that “the architecture skillfully joins the library to its clearly delighted community” and describes the “graceful, transparent” new building as “offering great expanses of beautiful sunlit spaces with vistas of the surrounding park.”

For more information on this topic, visit: [camb.ma/fy15-6](http://camb.ma/fy15-6).

## INSPIRING A CREATIVE CAMBRIDGE

To engage with the more creative members of the community, Cambridge Arts Council (CAC) expanded the work of the Cambridge Arts Marketing Network (CAMN), which is made up of arts and cultural professionals in Cambridge who meet quarterly to discuss issues, trends and best practices in their field. This collaboration led to the development and launch of the Cambridge Arts Challenge, a dynamic audience engagement initiative that connects the local corporate community with our vibrant non-profit arts sector to encourage patronage for the arts.

All CAMN efforts serve to brand Cambridge as a destination for the arts, celebrate our local talent and organizations, and position Cambridge Arts as the go-to resource for high-quality, diverse arts events, information, and experiences.



This past year, CAC also expanded outreach and programming for Cambridge Creativity Commons (CCC), a shared learning space for students and teachers in Cambridge Public Schools (CPS) and during out of school time. Designed to engage Upper School aged youth as a primary audience, CCC provided art-making resources and professionally guided opportunities for students to explore imaginative ideas and the creation of interdisciplinary projects. CCC was developed and

funded through a partnership that includes Cambridge Arts, Lesley University, CPS Visual & Performing Arts Department, Cambridge Community Foundation and the Lesley University College of Art and Design. As of June 2015, CCC has provided a creative outlet for more than 5,000 Cambridge youth.

For more information on this topic, visit: [camb.ma/fy15-7](http://camb.ma/fy15-7).

## MAKING CAMBRIDGE A MORE LIVABLE CITY

Working with residents, businesses, local institutions, non-profits, and other community stakeholders, the Community Development Department (CDD) planned, implemented, and managed programs and projects to enhance the livability, sustainability, affordability and economic health of the community. The success of these efforts have contributed to Cambridge's reputation as one of the most livable cities in the United States.

CDD organized public biking, walking and other transportation-related events to support healthy lifestyles and build community. The department installed solar-powered Soofa benches at various locations citywide that serve as a charging station for a cellphone or other electronic device and contain sensors that report environmental data to the City.

CDD staff conducted the first-ever Connect Kendall Square Open Space Planning Competition, which encouraged new thinking regarding not only open space design but also the overall public realm. The final result will be a comprehensive open space network plan for Kendall Square and eastern Cambridge that will be used to facilitate the creation of exceptional, visionary open spaces, promote the innovative character of the area, and help create a sense of place and community.

The Cambridge Conversations outreach efforts launched in summer 2014 to help guide the Citywide Planning process resulted in six priority topic areas: transportation & mobility; shaping change; access to housing; economic opportunity; community cohesion & interaction; and civic engagement.

The Department of Public Works (DPW) works year-round on improving and expanding sewer and stormwater infrastructure, streets, sidewalks, parks, and plazas in order to make Cambridge a more livable community. DPW makes every effort to keep citizens regularly informed of construction projects and activities that can impact traffic.



The Western Avenue Reconstruction project, expected to be completed in fall 2015, includes renovated parks, curbside plantings, traffic calming devices and a raised cycle track. The raised cycle track from Central Square to the Charles River, allows cyclists to pedal in a more comfortable setting without having to ride side-by-side with vehicles on the avenue.

This spring, DPW completed a successful yearlong pilot program for curbside compost pickup which will be extended to all properties (12 units or less) on the Monday morning trash/recycling pickup route.

For more information on this topic, visit: [camb.ma/fy15-8](http://camb.ma/fy15-8).

## COMMUNITY PRESERVATION

The Community Preservation Act (CPA) was created by a state law (MGL Chapter 44B) to help cities and towns preserve the character of their community. In 2002, Cambridge residents voted to adopt the CPA, which allowed a 3% surcharge on property tax bills to fund affordable housing, open space, and historic preservation projects. Through fiscal year 2015, the City has appropriated/reserved a total of \$143,750,000 for CPA projects, including \$115,000,000 for affordable housing initiatives, \$14,375,000 for historical preservation projects, and \$14,375,000 for open space projects. So far, the City has allocated \$45,700,000 in state matching funds, \$83,050,000 from local surcharges, and \$15,000,000 from the CPA fund balance.

In September 2014, the CPA Committee once again unanimously voted for an allocation of 80% for affordable housing projects, 10% for historical preservation projects, and 10% for open space projects. Total FY15 CPA funding was \$12,500,000. All funds allocated for affordable housing are appropriated and managed through the Cambridge Affordable Housing Trust.

FY15 historic preservation projects included the YWCA shelter, Historic Preservation Grants Program, Magazine Beach landscape plan, City Clerk's Vault, Old Burying Ground, O'Connell Library Branch exterior, and rebinding the Historical Commission's atlases and directories. FY15 Open Space projects included renovations and



improvements to Sacramento Field, the Cambridgeport School playground, Pacific Street Park, the Haggerty School playground, and the Sennott Park basketball courts.

The Cambridge Historical Commission proposed that 33 Richdale Avenue, the C.F. Hathaway & Sons Bakery complex of buildings constructed between 1910 and 1950 be designated as a City Landmark, which was approved by the City Council in FY15. This rare surviving example of a specialized early 20th century industrial structure was designed by architect Benjamin Fox,

whose innovative engineering and quality architectural finishes distinguished his industrial designs. The buildings will be converted to 46 apartments, of which 5 will be affordable. These efforts highlight the importance of the Cambridge Historical Commission's work in

seeking to preserve the integrity and diversity of Cambridge's built environment, protecting designated properties throughout the city, and preserving the integrity of Cambridge's many significant buildings.

For more information on this topic, visit: [camb.ma/fy15-9](http://camb.ma/fy15-9).

## CREATING/PRESERVING AFFORDABLE HOUSING

The City strives to preserve the diversity of the community by offering a wide range of housing programs to meet the needs of very low, low, moderate, and middle-income residents. Rental and homeownership housing is made permanently affordable wherever possible, and built throughout the city with particular emphasis on units of appropriate size for families with children. Cambridge has a long-standing commitment to support high quality housing that is well integrated into the community and that will remain affordable for future generations.

Through FY15, \$115 million in Community Preservation Act funds was appropriated for affordable housing initiatives. Since FY05, the City has created 1,107 units of affordable housing and preserved an additional 1,120 affordable units. The City remains dedicated to offering affordable housing to residents through the preservation of existing affordable housing, development of new affordable units, and through zoning-based programs to create affordable housing.



Along with financial investment and policy leadership in the affordable housing arena, Cambridge protects its commitment through long term deed restrictions and ongoing monitoring of affordable units. Below are some highlights for FY15:

- Completed Nexus Study for Incentive Zoning Ordinance, recommending significant increase in housing contribution rate and expansion of requirements.
- Commissioned Inclusionary Housing Study to analyze need and make recommendations for potential changes to current Ordinance.
- Housed over 120 new households in affordable units offered through the City's rental housing program and assisted 16 new homebuyers in purchasing affordable homes.
- CDD manages access to 500+ affordable homeownership units through First Time Home Buyer Resale Applicant Pool and 450+ completed affordable rental units at more than 20 properties. Over 200 new affordable units are currently under development.
- Approved inclusionary housing plans for 7 new developments, which will create 57 new affordable units and increase the number approved/created by inclusionary housing (and related requirements) to 849 units.
- Assisted 180 renters, landlords, and condominium owners in resolving housing issues through Just A Start's Mediation for Results program.



- City staff worked with owners, tenants, non-profits and the Cambridge Housing Authority (CHA) to preserve housing with expiring affordability restrictions. Developed/advanced plan to preserve 105 affordable units at Briston Arms. Of 1,094 affordable units at 10 properties with affordability restrictions expiring before 2021, by end of FY15, 529 affordable units at 8 properties will have been preserved since 2011. Began significant rehab on previously preserved projects (Bishop Allen Apartments and Putnam Square Apartments) and completed rehab at Chapman Arms in Harvard Square.
- Collaborated with affordable housing providers & Cambridge Housing Authority (CHA) to create new affordable housing including 10 rental units in East Cambridge, 14 SRO units for formerly homeless women with disabilities on Rindge Avenue, and 20 rental units in Area Four.

*“With the money we are saving thanks to the City’s Affordable Rental Program, we are able to save more for our daughter’s education. We are so lucky!”*  
 – Veli Albano

Staff worked with CHA to address the capital needs of public housing developments. Through the Affordable Housing Trust, more than \$15 million in Community Preservation Acts (CPA) funds has been allocated to replace obsolete units owned by CHA, most recently at Jefferson Park with \$8 million committed to create 104 new sustainable units.

For more information on this topic, visit: [camb.ma/fy15-10](http://camb.ma/fy15-10).



## SUPPORTING CHILDREN, YOUTH, FAMILIES, AND SENIORS

Collaboration among City departments and community partners ensures the effective delivery of human service programs. During FY15, the Department of Human Service Programs (DHSP) worked to enhance the support for children with special needs in all human service programs by conducting a five-part training program for staff, collaborating with school teachers and participating on citywide committees whose missions were to build stronger collaborations among organizations across the city.

The Center for Families, located in North Cambridge, has a history of long standing collaborations with other community organizations that serve Cambridge families. Based on lessons learned, the Center has developed more comprehensive programming for fathers to help them better navigate and understand the family support system.

The Mothers' Discussion and Craft Activity support group helped foster social connections, increase knowledge of parenting and child development, and increase access to community resources. Mothers developed strong, long-lasting relationships with other women in the community whom they might otherwise have never come in contact with. This group truly reflected the diversity in the city.

The Center also collaborated with the Harvard Museum of Natural History to create opportunities for families to be engaged, feel welcome and benefit from all that the Museum has to offer.



Cambridge Youth Programs (CYP) is dedicated to the future success of Cambridge's youth. This year, they collaborated with Cambridge Police Department, Cambridge Public Schools, Cambridge Health Alliance, The Guidance Center and other support service providers to identify youth who need additional intervention to succeed in school and become positive members of the community. Police Officers were present at Youth Centers, participated in programs, led workshops, and built positive relationships with youth.

The Community Learning Center (CLC), which helps adults improve their lives and increase their community participation through free educational programs and services, provided six neighborhood-based English classes for immigrant adults in need of improving their English language skills. This past year, over 60 volunteer tutors and classroom aides helped make human connections with CLC students and provided important support during their learning.

The CLC also forged a wonderful collaboration with the Cambridge Employment Program resulting in 20 students receiving intensive individualized help for finding a job or an internship.

The Cambridge Employment Program (CEP) and the Community Learning Center launched a successful six month pilot program to provide job search support to ESOL (English for Speakers of Other Languages) students on site at the Community Learning Center. A part-time career counselor assisted students with résumés, cover letters, job applications and interviews. With additional support from CEP's Business Services Manager, five students got jobs, four secured internships and two were referred for additional training.

Cambridge's Council on Aging (COA) collaborated with The Elder Abuse Prevention Project of Greater Boston Legal Services to develop a community-wide model to prevent and respond to the growing problem of elder abuse. This effort led to the formation of the Cambridge Elder Abuse Prevention Coalition, a community-based team of organizations and individuals committed to providing public education, outreach and resources.

Finally, in the spring of 2015, the new Domestic and Gender-Based Violence Prevention Initiative began a comprehensive, citywide assets and needs assessment of existing resources to identify improvements that could be made. The Initiative will engage the many communities that make up Cambridge with particular emphasis on communities of color and non-English speaking language groups traditionally under-represented in decision-making leadership; as well as youth and GLBTQ.

For more information on this topic, visit: [camb.ma/fy15-11](http://camb.ma/fy15-11).



## PROMOTING OUT OF SCHOOL LEARNING

In November 2014, over 200 staff from City and community Out of School Time (OST) programs participated in the 2nd annual, weeklong Agenda for Children OST Symposium, where over 30 workshops were led by the peer community sharing knowledge and practice with an overall goal to improve the collective quality of Cambridge OST programs.



Community Schools partnered with several educational institutions, including New England Aquarium, Lesley University, the Museum of Science and Museum of Fine Arts, to offer high quality curriculum in Marine Science, STEM (Science, Technology, Engineering & Mathematics) related activities, and museum studies.

Fletcher Maynard and Fitzgerald Community Schools collaborated with the EL STEAM working committee to sponsor two STEAM educational fairs with over 100 participants in Area IV and North Cambridge neighborhoods for students K-Middle School and their families. Finally, Community Schools collaborated with CRLS First Work program and City Links to train and mentor students as interns in the Afterschool Enrichment Program. Six of these interns were hired as Assistant Counselors and Office Aides in our Summer Camp programs.

For more information on this topic, visit: [camb.ma/fy15-12](http://camb.ma/fy15-12).

## ENHANCING PUBLIC EDUCATION

The Office of College Success was created in 2014 to lead the College Success Initiative, a collaboration between the Department of Human Service Program Services (DHSP), community-based organizations, Cambridge Public Schools, and institutions of higher education who are committed to increasing the college completion rate of low-income, first generation, and minority students enrolled in CRLS, the Community Learning Center, and YouthBuild. For a variety of academic, financial, and social reasons, many Cambridge students enroll in college, but do not



successfully graduate. This program helps support students in the transition to post-secondary education and develops partnerships with local colleges to improve on-campus support for Cambridge students.

Ten of Cambridge's 17 Public Schools achieved the highest designation, Level 1 status, from the state's accountability system. This designation is awarded to schools that have fully met their achievement gap-narrowing goals and reflects significant improvement since 2012, when only 4 CPS schools were Level 1.

After strong seasons for many CRLS teams, *The Boston Globe* named three students as Student Athletes of the Year: Isaiah McLeod (basketball) Brianna Duncan (track) and Gabriel Bamforth (diving). *The Globe* also named Coach Jamahl Prince, Coach of the Year for the Outdoor Track and Field Season, while Coach Scott Cody was named Coach of the Year by the Massachusetts State Track Coaches Association.

While many CRLS teams placed in the top at the state and regional level, the Boys Crew team deserves special mention for sending two Varsity boats to the National Championships. One finished fourth place overall, and the other earned a Silver medal. The CRLS Underwater Robotics Team placed second at the MATE New England Regional Underwater Robotics Competition.

For more information on this topic, visit: [camb.ma/fy15-13](http://camb.ma/fy15-13).

## VALUING DIVERSITY

The Citizen Committee on Civic Unity was appointed in October 2014. The Committee serves in an advisory role to the City Council and City Manager and works to preserve and enhance Cambridge as a diverse and welcoming place to live, work, study, and visit. The Committee's work includes engaging the public and facilitating constructive dialogue on race, class, religion, sexual orientation, income, physical ability, age, gender, and other issues to promote equity, fairness, and unity within the City organizational structure and the broader Cambridge community.

Diversity is also a hallmark and value of our public school system. Of the 6,678 students registered in Cambridge Public Schools (CPS) as of October 2014, the majority of students – over 60% – identified themselves as belonging to a racial/ethnic group other than white; and more than 65 languages were spoken within our schools. A full 8% of students are considered English Language Learners, and about 20% of students have been identified as having a disability that affects learning. Approximately 46% of CPS students qualify for the federal free/reduced meals program.

Cambridge Community Schools value diversity in all of their afterschool and summer camp programs. Through the Access and Equity Initiative, Community Schools recruit and enroll children from various socio-economic and cultural backgrounds, as well as children who need special accommodations with fully-engaging program



activities. Staff create a safe, inclusive, respectful, and welcoming environment for all children and their families to ensure successful experiences.

Celebrating the culmination of years of research, the Historical Commission released a new publication, *We Are the Port: Stories of Place, Perseverance, and Pride in Area 4/The Port*. The book explores the history of this ethnically diverse neighborhood through more than 100 oral histories.

Finally, Cambridge Works, a transitional jobs program run by the Office of Workforce Development, continued to recruit young residents with barriers to employment and provide them with an opportunity to learn and demonstrate basic job skills. The program has helped support the racial and socio-economic diversity of the City by helping residents who would otherwise be shut out, gain a toehold in the local economy.

For more information on this topic, visit: [camb.ma/fy15-14](http://camb.ma/fy15-14).

## INNOVATION & TECHNOLOGY

In FY15, the City appropriated \$3.8 million for Information Technology (IT) initiatives and has taken a major step in greatly improving the productivity tools and technology resources available to its employees by leveraging Microsoft's Cloud Infrastructure and moving to a more secure and accessible platform with Office 365.

The IT Department assessed wireless potential in all City buildings and began installation of 160 wireless access points across City buildings, including new wired and wireless network for all three conference rooms at City Hall. Audiovisual improvements were implemented at City Hall and other buildings.

The Geographic Information Systems (GIS) team trained staff to develop interactive Story Map Applications to promote City resources and events. Story Maps are accessible across all devices and can combine interactive

maps with other rich content such as text, photos, video, audio, and web links all in one seamless experience. Current Story Maps include City Departments, Community Gardens, Historic Landmarks, Cambridge Public Schools and Watershed Points of Interest. The online FY14 and FY15 City of Cambridge Annual Reports were created as a Story Map, with a convenient print companion for those without digital access.

Finally, the City Manager appointed a Broadband Task Force to help to ensure that Cambridge remains a world-class City in which to live, work, innovate and learn. The final report of the committee, due in FY16, will assist the City in planning for the future and setting realistic expectations with the public in regards to alternative solutions to single provider Internet service in Cambridge by examining broadband service in Cambridge and evaluating the City's Internet infrastructure.

For more information on this topic, visit: [camb.ma/fy15-15](http://camb.ma/fy15-15).



*A Storymap highlights locations of new Soofa charging bench stations in Cambridge.*

*Story Maps can combine interactive maps with other rich content, including photos, video and audio in one seamless experience.*

## COMMITMENT TO PUBLIC SAFETY

2014 marked a historic year for crime in Cambridge, as the 2,870 Part I crimes (murder, rape, robbery, aggravated assault, burglary, larceny, and auto theft) represented their lowest level since 1963. Achieving this historic milestone would not have been possible without the residents and businesses who play an integral role in our safety efforts, along with the committed men and women of the Cambridge Police Department. Their alertness and responsiveness to criminal and suspicious activity enabled a safer community.

Over the last year, Cambridge Police Department (CPD) has made great strides with the innovative, new Focused Deterrence Program, a proactive, crime-prevention program designed for recently released felons and/or serious offenders before they commit future crimes.

Once candidates are identified, they can attend a meeting to learn about the program and can voluntarily enroll. Participants work with case managers to develop an individualized plan to address issues that are a barrier to them becoming positive members of our community and living a healthy, successful, crime-free life.

To provide the most effective and appropriate response to incidents involving persons with mental health issues, CPD coordinated an extensive, certified training for officers. Overall, 35 officers completed the 40-hour training in 2014 and the department is committed to having all of its members complete this training in the coming years.



In FY15, CPD became one of the first police departments in the country to hire a Licensed Social Worker to coordinate services for youth and families and victims of crime, and to provide assistance in the areas of mental health, trauma and domestic violence. This effort has enabled CPD to better address a broad range of issues and implement solutions to improve the overall safety and quality of life of our citizens.

In 2014, CPD implemented a new gunshot detection service as part of its ongoing commitment to improve the safety, security and quality of life of our residents. ShotSpotter Flex, which provides the when, where and what of gunshot incidents, has become a valuable tool that enables Police to respond faster and more safely to gunfire incidents. This data is expected to also enhance crime analysis and predictive policing capabilities, leading to improved public safety and security.

Cambridge Fire Department working in collaboration with the Cambridge Council on Aging launched a new initiative to conduct informational visits for the elderly, inspect their living space and educate them about potential fall and fire hazards.

For more information on this topic, visit: [camb.ma/fy15-16](http://camb.ma/fy15-16).



## SUPPORTING TRANSPORTATION & MOBILITY

The Traffic, Parking and Transportation Department, working in collaboration with the Community Development Department and the Transit Advisory Committee, completed the City's first Transit Strategic Plan. Studies were also completed on improving efficiency of major bus routes at key locations.

A new Healthy Aging through Community Design project engaged seniors to address transit and bicycle usability, mobility and accessibility issues. In response to initial feedback from seniors on barriers to transit use, the City installed three live-tracking Transit Screens at City Hall, the Citywide Senior Center and Cambridge Public Library. The Transit Screens show in real time when the next buses, shuttles and trains will arrive at each location. Screens also show the number of bicycles and docks available at the closest Hubway station.

Eco Totem, another type of live display was installed in Kendall Square, on Broadway between Ames and Third streets. It counts each bicycle that passes and displays the real-time tally on the device. It is the first of its kind to be installed in the northeast.

Intense community outreach to immigrant and underserved communities has also helped to engage these particular groups around healthy, sustainable modes of transportation.

The Traffic Department collaborated with the Disabilities Commission to begin installing pole-mounted audible pedestrian signals (APS) at traffic signals. When the WALK sign is on, these ADA-compliant units deliver a spoken message, provide a tactile arrow and a vibration feature.

In the last 10 years, bicycling in Cambridge has tripled. The City recently installed 110 new bike parking spaces in the first floor of the East Cambridge garage to provide a much-needed boost in supply for this growing neighborhood.

For more information on this topic, visit: [camb.ma/fy15-17](http://camb.ma/fy15-17).



## MAINTAINING ENVIRONMENTAL SUSTAINABILITY

The City is preparing to embark on an estimated two-year process to develop a climate change preparedness and resilience plan to address risks from increasing temperatures, precipitation, and sea level rise. The plan will utilize the 2015 Climate Change Vulnerability Assessment, which assessed the risks to the community from flooding and heat vulnerability and identified priority planning areas and issues. The preparedness and resilience plan will be coordinated with the forthcoming Citywide Plan.

The Getting to Net Zero Task Force, convened to develop an action plan for setting Cambridge on a path to eliminating greenhouse gases from building operations. The impacts of the recommended actions were modeled at the community level and are projected to achieve a 70% reduction in annual emissions from the Cambridge building stock by 2040 and set the city on a trajectory to achieving net zero emissions after 2050. The recommendations are comprehensive and include strategies for increasing energy efficiency of both existing buildings and new construction as well as for greening the energy supply.

In FY15, Cambridge became one of 50 communities competing for the \$5,000,000 Georgetown University Energy Prize, which challenges towns, cities, and counties to rethink their energy use and implement creative strategies to increase electric and natural gas efficiency.

Cambridge was recognized with a 2015 U.S. Department of Education Green Ribbon Schools District Sustainability Award. In a ceremony that honored 58 schools, 14 school districts, and 9 colleges and universities nationwide,

recipients were celebrated for their exemplary efforts to reduce environmental impact and utility costs, promote better health, and ensure effective environmental education, including civics and green career pathways. Cambridge was also voted the 6th greenest city in America during FY15.

Ensuring that youth are aware of the issues of sustainability and resiliency, 150 Cambridge Rindge & Latin Students participated in the 2015 Glocal Challenge, researching an environmental issue and developing a quantifiable plan for implementing global solutions at the local level. Two Cambridge teams were among the final four to win a trip to Costa Rica for the EF Global Student Leaders Summit in 2015.

Finally, the City of Cambridge enacted the Bring Your Own Bag Ordinance, [cambridgema.gov/byob](http://cambridgema.gov/byob), which takes effect March 31, 2016 and will require retail outlets to charge customers 10 cents per compliant bag, and show this as “Checkout Bag Charge” on receipt.

For more information on this topic, visit: [camb.ma/fy15-18](http://camb.ma/fy15-18).



## PROMOTING ECONOMIC VITALITY

In 2014, the cities of Boston, Cambridge, Quincy, Somerville and Braintree launched the Life Sciences Corridor, a regional economic development initiative focused on the life sciences sector. These five cities have a strong presence in the life sciences industry, benefiting from skilled labor force availability, leading universities in advancing academic science fields, innovative research and development districts, proximity to major research hospitals, and strategic presence of venture capital resources.



*Photo: Susan Windham-Bannister former CEO of Mass Life Sciences Center; Somerville Mayor Joseph Curtatone, Quincy Mayor Thomas Koch, Cambridge City Manager Richard C. Rossi, Boston Mayor Martin J. Walsh, Braintree Mayor Joseph C. Sullivan, Cambridge Mayor David Maher, and Robert Coughlin, CEO Massachusetts Biotechnology Organization (MassBio).*

Through the Cambridge Employment Program (CEP), the City provides individualized career counseling to support Cambridge residents in achieving their short and long-term employment goals. Last fall, the City and Cambridge IBM Innovation Center hosted the Cambridge Career Expo, one of the city's largest job fairs of its kind, with a wide range of companies, industries and employment opportunities represented. The project was a joint effort of the Community Development Department and the Office of Workforce

Development, a division of the Department of Human Service Programs.

Following the harsh winter of 2015, the Community Development Department integrated social media strategies into targeted community-building initiatives such as the Lovin' Local campaign, encouraging patronage of local businesses. Additionally, the Economic Development Division incorporated an accessibility component to Storefront Improvement and Best Retail Practices programs to fund physical improvements that encourage people of all ages and abilities to visit and support local businesses.

Finally, topical business workshops offered throughout the year supported continuous-learning for established and would-be entrepreneurs.

For more information on this topic, visit: [camb.ma/fy15-19](http://camb.ma/fy15-19).

## SUPPORTING COMMUNITY HEALTH

As part of an effort to become one of the first nationally accredited health departments in Massachusetts, Cambridge Public Health Department (CPHD) completed a five-year community health improvement plan (CHIP) for Cambridge. The plan describes actionable goals, objectives, and strategies for making tangible progress in four health priority areas for the city: Mental health and substance abuse; violence; healthy, safe and affordable housing; and healthy eating and physical activity. Two additional topics—health access and health equity/social justice—are integrated across priority areas.

CPHD administered 1,306 flu vaccines at sites throughout the city; followed up on 253 communicable disease reports; and managed 1,877 tuberculosis patient visits to the Cambridge Hospital TB clinic. CPHD Staff also provided 2,837 dental screenings for elementary school children and provided school health services in Cambridge Public Schools (with nurses handling 48,068 student visits for illness or injury). Additional oversight and clinical guidance was provided to three nonpublic schools, private day care centers, and city-managed preschools and camps.

CPHD was instrumental in coordinating with state-level partners in the monitoring of Ebola virus disease activity, promulgated a regulation to protect youth from head injury in organized sports and athletic activities that take place at city-owned facilities, and continued to promote healthy lifestyles through its nutrition, men's health, violence and injury prevention, substance abuse, early literacy, childhood asthma and lead poisoning programs.



This year, the Cambridge City Council enacted the most comprehensive changes to the City's Tobacco Ordinance since 2003, when smoking in restaurants and bars was prohibited.

The new changes took effect June 2015. Cambridge now has among the most stringent tobacco laws in the Commonwealth. The City's Tobacco Advisory Committee, led by the Cambridge Public Health Department, worked closely with tobacco control experts at the state level to create a package of amendments that would respond to the tobacco industry's aggressive marketing of cheap, flavorful products to kids. Among the 12 amendments that took effect in June, three of these amendments are expected to have a significant impact on deterring youth from using tobacco products and e-cigarettes:

- Raising the purchase age for tobacco products and e-cigarettes to 21.
- Establishing minimum pricing on cigars.
- Prohibiting the sale of flavored tobacco products, except in the city's two tobacco specialty shops.

The amended ordinance will also prohibit smoking in smaller parks and tot lots in Cambridge.

For more information on this topic, visit: [camb.ma/fy15-20](http://camb.ma/fy15-20).

## APPENDIX 1: OVERVIEW OF CITY DEPARTMENTS

### ***Affirmative Action, Duane Brown, Director***

The Affirmative Action Office assists the City in achieving workforce parity, 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 discrimination complaints and provides counseling as needed to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

### ***Animal Commission, Mark McCabe, Director***

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, Jason Weeks, Executive Director***

The Cambridge Arts Council funds, promotes, and presents high-quality, community-based arts programming for artists, residents, and visitors. Established in 1974, Cambridge Arts is one of the oldest and most dynamic arts agencies in the country, It operates with funding from local government, private foundations, corporate sponsors, and donors and fulfills three primary roles: Connector: linking people and resources from across the artistic spectrum to spark innovative collaboration; Presenter: hosting exhibitions and educational

programming in Gallery 344 and producing high-profile events such as Cambridge Arts: River Festival, which attracts over 250,000 attendees annually; and Funder: awarding dozens of financial grants through the Cambridge Arts: Grant Program in support of high-quality, community-based art projects.

### ***Assessing, Robert Reardon, Director***

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, James Monagle, City Auditor***

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, Jeana Franconi, Director**

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, Donna Lopez, 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, Sandra Albano Executive Assistant to 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.

**City Manager, Richard C. Rossi, City Manager,  
Lisa C. Peterson, Deputy 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**, Calvin Lindsay, Jr., Director

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**, Iram Farooq, Assistant City Manager of 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**, Jennifer Letourneau, Director

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**, Laura Nichols, Executive Director

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, Tanya Ford, Executive Director***

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, Steve Lenkauskas, City Electrician***

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, Christina Giacobbe, Director***

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, Louis DePasquale, Assistant City Manager of Fiscal Affairs***

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, Gerald Reardon, Fire Chief***

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, John Gintell, Aren Stone, Co-chairs***

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, Charlie M. Sullivan, Executive Director***

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, Nancy Schlacter, Executive Director***

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, Ellen Semonoff, Assistant City Manager of 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, Mary Hart, Chief Information Officer**

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, Ranjit Singanayagam, Commissioner**

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, Nancy Glowa, Director**

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, Susan Flannery, Director**

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, Andrea Spears, Chair***

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, David P. Maher, 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 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, Brian Corr, Executive Director***

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, Sheila Keady Rawson, Director***

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, Robert C. Haas, Commissioner***

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, Brian Corr, Executive Secretary***

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, Claude-Alix Jacob, MPH, Chief Public Health Officer***

Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. CPHD is a city department administered by Cambridge Health Alliance, a regional health care delivery system. Main focus areas are community health and wellness, communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, regulatory enforcement, and school health.

***Public Works, Owen O'Riordan, Commissioner***

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, Amy Witts, Purchasing Agent***

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, Jeffery M. Young, Superintendent***

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, Parking & Transportation, Joseph E. Barr, Director***

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, Steven A. Vesce, Director***

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, Sam Corda, Managing Director***

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, James Cassidy, Jr. Sealer***

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, Kimberly Sansoucy, Executive Director***

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

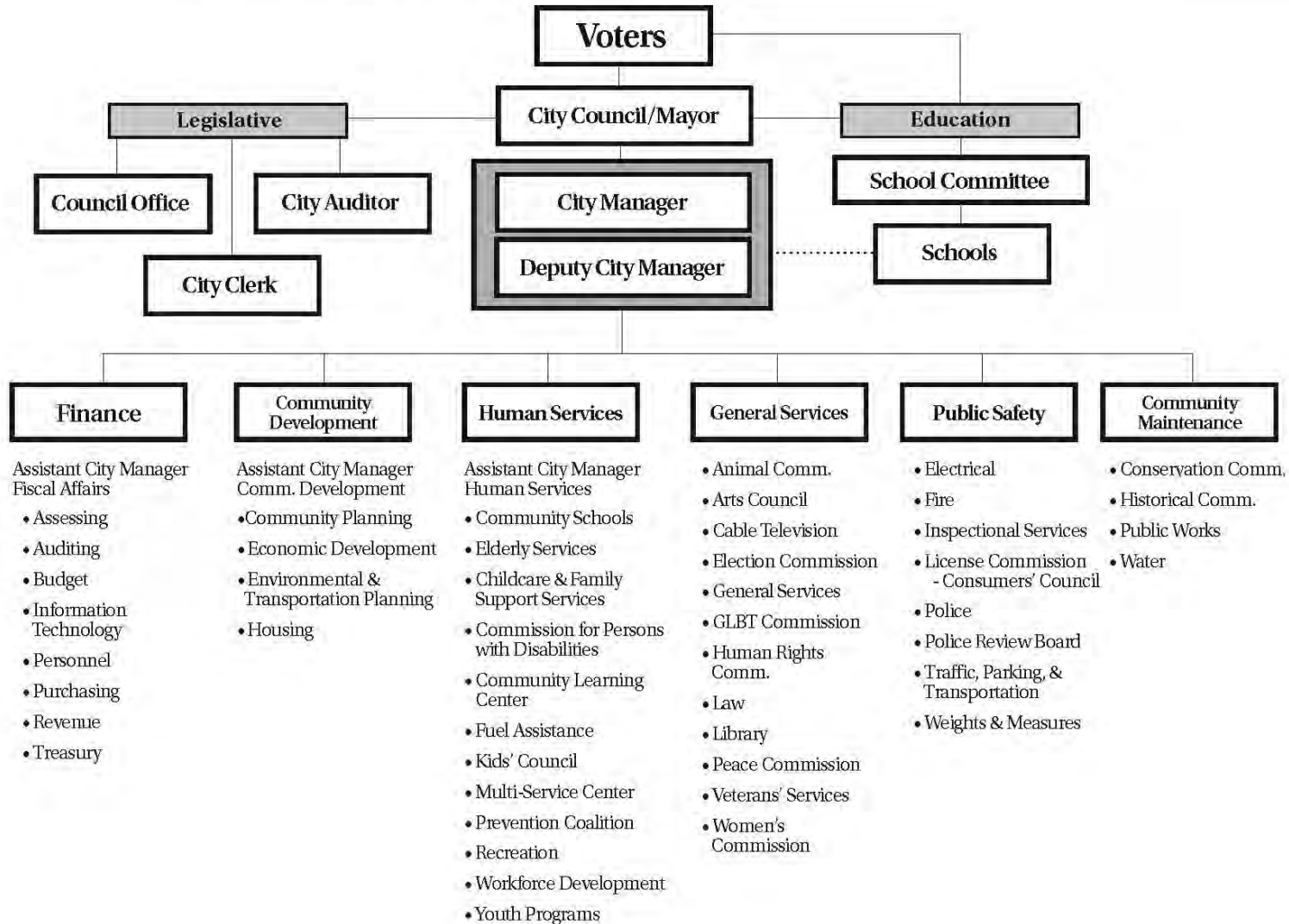
### ***Plan E Form of Government - Proportional Representation***

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, [cambridgema.gov/Election](http://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:**

\$2,583 One Bedroom,  
\$2,950 Two Bedroom,  
\$3,400 Three Bedroom  
(September 2014, CDD)

**Median Household Income:**

\$73,750  
(2011-13, US Census)

**Jobs:**

111,587  
(2014, Mass. Executive Office of Labor and Workforce  
Development)

**Average Annual Wage:**

\$103,480  
(2015, Mass. Executive Office of Labor and Workforce  
Development)

**Resident Unemployment Rate:**

2.9%  
(August 2015, 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)

**FY15 Property Tax Rate**

Residential \$7.82  
Commercial \$19.29  
(per \$1,000 of assessed value)

**FY15 Annual Operating Budget:**

\$524.4 million

**Government:**

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

**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 Technol-  
ogy, 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, 283 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.*





City Manager Richard C. Rossi

Deputy City Manager Lisa C. Peterson

2014-15 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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