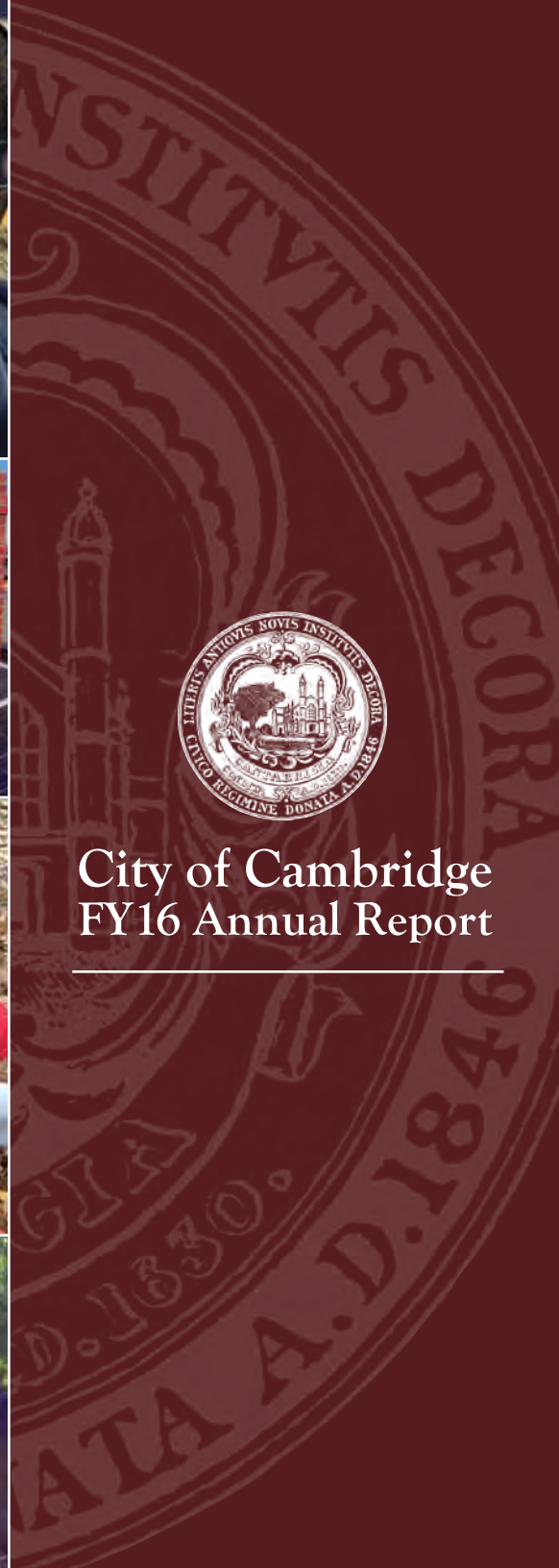




City of Cambridge FY16 Annual Report





City Manager Richard C. Rossi

Deputy City Manager Lisa C. Peterson

2016-17 City Council:

Mayor E. Denise Simmons

Vice Mayor Marc C. McGovern

Councillor Dennis J. Carlone

Councillor Leland Cheung

Councillor Jan Devereux

Councillor Craig A. Kelley

Councillor David P. Maher

Councillor Nadeem A. Mazen

Councillor Timothy J. Toomey, Jr.



A publication of the Office of the City Manager, City of Cambridge.

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MESSAGE FROM THE CITY MANAGER

This will be my last Annual Report message to the Cambridge community as I will be retiring at the end of September 2016. It has been an honor and a pleasure to serve this great City for the last 45 years.

During my tenure, I have focused on building a core leadership team and creating bold initiatives focused on sustainability efforts, affordable housing, economic development, fiscal management, and strengthening Cambridge's ongoing commitment to our diverse population.

As City Manager, I have made significant investments in the City's information technology initiatives, expanded public safety capabilities, maintained the City's three AAA bond ratings, grown the City's planning capacity, and invested in long-term infrastructure projects.



I have also worked with the business, innovation, and bio-technology sectors that help keep Cambridge as a strong economic and research engine for the region. Additionally, I am proud of the strong commitment that

my administration and City staff have to delivering high quality services and being more responsive to residents, neighborhoods, and businesses.

This spring, Cambridge won national recognition, achieving a 5-STAR Rating from STAR Communities, the nation's leading framework and certification program for evaluating local sustainability. In fact, Cambridge received the highest STAR score to date and was one of only four communities to earn the 5-STAR Community Rating, the top certification level. We received high marks for our work on issues such as transportation choices, energy efficiency, arts and culture, community policing, and innovative programs for youth engagement. For decades, Cambridge



has incorporated innovative principles into its planning and programming to create a community that provides a high quality of life. Our strong performance with STAR Communities serves as affirmation of the many years of hard work by City departments to build a better city for future generations.

In addition to focusing on leading the City, I have been fostering regional problem-solving collaborations that benefit not only Cambridge, but also surrounding communities. During my tenure, I convened a regional working group to discuss the emerging Transportation Network Services issue; worked to help ensure the viability of the Green Line Extension Project; and supported the creation of the regional Life Sciences Corridor. It is important for the City to have strong working relationships with our regional partners, as many of the future problems that we need to face will require solutions that transcend our municipal borders.

I encourage you to review our full report online, cambridgema.gov/fy16annualreport, in addition to this shorter print companion to learn more about the remarkable work that is being done by City staff.

In closing, it has been a true honor to serve this city – the city of my youth. My experiences growing up in Cambridge and attending its public schools had a profound impact on me. I hope that my contributions to the City's civic life will help current and future residents thrive and connect with the Cambridge community.



I want to thank my family, office staff, leadership team, the City Council, and all of our dedicated City employees for their tremendous support over the years. I have always believed strongly in the power of collaboration and want to thank our community partners, including the businesses, organizations and universities, and so many of our caring residents who have worked hard together to make Cambridge the great place that it is to live, work, innovate, and play.

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.



2016-17 City Council

Back row: Councillors Dennis J. Carlone, Timothy J. Toomey, Jr., Nadeem A. Mazen, Craig A. Kelley, David P. Maher;
Front Row: Councillors Jan Devereux, Mayor E. Denise Simmons, Leland Cheung, Vice Mayor Marc C. McGovern.

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.

City Council Goals for FY16:

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, visit camb.ma/fy16-2.

CREATING & PRESERVING AFFORDABLE HOUSING

One of the highest priorities for the City is creating and preserving affordable housing for low, moderate and middle-income individuals and families. Cambridge is a leader among municipalities, investing in a multipronged housing strategy that leveraged approximately \$27.4 million of additional public and private affordable housing funding in the last fiscal year. Since FY05, the City has created 1,176 units of affordable housing and preserved an additional 1,130 affordable units.

In FY16, the City completed the Inclusionary Housing Study, which recommends increasing set-aside standards to 20% for affordable units in new market rate housing developments, strengthening the program, and producing family-sized units. Through inclusionary housing and related requirements, over 900 affordable units were created in Cambridge. In FY16, the City helped house over 198 low-and moderate-income



households in affordable rental units, including 15 middle-income households through a pilot program in Kendall Square.

The City collaborated with affordable housing providers and Cambridge Housing Authority (CHA) to create new affordable housing, completing construction of 40 rental units at Temple Place in Central Square and beginning construction of 20 new units at Port Landing on Harvard Street.

The City worked with owners, tenants, nonprofits and CHA to preserve housing with expiring affordability restrictions. One notable FY16 highlight was preserving the affordability of 105 at-risk units at Briston Arms Apartments in North Cambridge through a collaborative preservation plan and a \$4.25 million commitment to assist in a \$66 million purchase and rehab program for the 154-unit property. Rehabilitation was also completed on previously-preserved affordable properties – 32 units at Bishop Allen Apartments in Central Square and 94 units at Putnam Square Apartments in Harvard Square.

Also in FY16, the City provided \$7.9 million in Community Preservation Act (CPA) funding to allow Cambridge Housing Authority (CHA) to begin a \$57 million reconstruction of its Jefferson Park development to create 104 new sustainable units, which are currently under construction. Through the Affordable Housing Trust, more than \$15 million in CPA funding was committed to replace obsolete public housing units owned by CHA since 2009. The City assisted more than 225 renters, landlords, and condominium owners with housing-related issues through Just A Start's Mediation for Results program.

For more information, visit camb.ma/fy16-2.

INVESTING IN OUR COMMUNITY

The City of Cambridge strives to be a community that is livable, resilient, and sustainable.

FY16 saw a growth in programming and new initiatives, including the launch of the Early Childhood Task Force to ensure all children have access to high quality care and education, and the creation of a new STEAM (Science, Technology, Engineering, Arts, and Math) Coordination Office. Learn more about these initiatives in the Public Education and Out of School Learning section of this report on page 14.



The Community Preservation Act (CPA) was created in 2000 by a state law (MGL Chapter 44B) to help cities and towns preserve the character of their community.

In 2001, 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 2016, \$155.5 million dollars was allocated for CPA projects, including \$124.5 million for affordable housing initiatives, \$15.5 million for historical preservation projects and \$15.5 million for open space projects. To date, the City has received \$47.2 million in state matching funds. Since 2011, \$30 million from funding sources other than CPA has also been appropriated for Open Space projects.

December 2015 marked the completion of the court ordered Alewife Sewer Separation. Stormwater from the Huron and Concord neighborhoods goes through Alewife Stormwater Wetland to be treated, resulting in an 85% reduction in combined sewer overflows to Alewife Brook. This process further contributes to water quality improvements to Mystic River and Boston Harbor.

In December 2015, Cambridge opened its first near Net Zero school building, the Dr. Martin Luther King, Jr. School complex, which houses the Dr. Martin Luther King, Jr. Elementary School, Putnam Avenue Upper School, and the Department of Human Service Programs' Preschool, After-School, and Community School programs.



The new building embodies Net Zero ideals and STEAM (Science, Technology, Engineering, Arts, and Math) in action. Throughout the facility are embedded opportunities for students to explore the arts, sustainability, and engineering concepts.

Expected to achieve LEED-Platinum certification, the building is designed to generate an Energy Use Intensity 60% less than typical educational buildings in New England. This new complex is the latest example of Cambridge's commitment to architecture that is both beautiful and sustainable. It is also the first in a multi-year, multi-school building program aimed at enhancing and improving the quality of learning environments for students in Cambridge Public Schools.

This summer, abatement and demolition work began for the reconstruction of the King Open and Cambridge Street Upper Schools and Community Complex at 850 Cambridge St. The 276,000-square-foot building will replace the existing school, library, and pool building, and will include the King Open School, the Cambridge Street Upper School, the Valente Branch Library, the Gold Star Pool, Preschool, Afterschool and Community Schools programs, and Cambridge Public School's Administrative Offices. Slated to open in September 2019 as the City's first Net Zero project, the King Open has been sited and scaled to provide the services of a large civic building while fitting into the neighborhood context. A central green spine visually and physically connects a new Cambridge Street Plaza to Donnelly Field. The facility will be surrounded by multiple green spaces and a playground to engage all the residents in the community.



As part of its efforts to support Cambridge residents in achieving their short and long-term employment goals, the City provided individual career counseling and sponsored several successful job fairs. Through the Office of Workforce Development and the Cambridge Employment Program (CEP), City staff offered career counseling to about 300 adult residents and gave an additional 300 job seekers the opportunity to connect with local employers at job fairs in the fall and spring.

This year, the City awarded 80 scholarships totaling \$200,000 to Cambridge high school seniors and others pursuing higher education. This was the largest amount distributed in a single year to the largest number of recipients. Since its inception in 1992, the City has awarded 786 scholarships totaling \$2.3 million, thanks to the generous contributions of Cambridge residents and businesses.

For more information, visit camb.ma/fy16-3.

CIVIC ENGAGEMENT

In the past couple of years, the City has intensified its efforts to engage more residents, including youth and traditionally underserved families, to connect them to important services and involve them in the urban planning process and other efforts to improve the community.

Family engagement continues to be a centerpiece of the Department of Human Services' programming. Some of the most meaningful family engagement occurs in the early childhood programs at the Center for Families and Baby University. Staff regularly engage immigrant and underserved families, inviting them to participate in programming and share strategies to support children's learning and development. Out of School Time programs continue to increase efforts to partner more deeply with families to support young people's success.



This past spring, the City officially launched *Envision Cambridge*, a three-year, community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable community. With input from those who live, work, study, and play here, *Envision Cambridge* will create a shared vision for our future. The plan will result in recommendations on a broad range of topics such as housing, mobility, economic opportunity, land use, urban form, and climate and the environment. An inclusive engagement program will help us hear from a wide range of voices throughout the planning process. The Alewife Area was identified as a high priority for early action in the process, providing a focused opportunity to discuss and explore the cross-fertilization of key planning topics on a neighborhood scale. In its first year, *Envision Cambridge* will use community ideas and input, along with planning research,

to identify challenges and opportunities to formulate a citywide vision, core values, and goals.

After a successful pilot in 2014-2015, Cambridge launched its second Participatory Budgeting (PB) process in summer 2015, setting aside \$600,000 of the FY17 Capital Budget for projects to improve the community. Over 540 project ideas were submitted by community members in August.

Volunteer Budget Delegates, including Peer Leaders from Cambridge Youth Programs worked over the fall to research and develop the highest priority ideas into 23 proposals to be voted on by residents in December. Community Learning Center students also participated in the PB Process.

For the second PB ballot process, 4,184 residents voted – a 53% increase over the City’s pilot PB process. Winning projects included a prepared food rescue freezer van; additional locations for separate bike lanes from traffic; improved signage to make Massachusetts Avenue safer for bikers; priority transit signal installation for a faster, better #1 bus; improved bike lane markings; five water bottle fill stations; and new chairs for Cambridge Public Schools.

Cambridge was the first city in the Northeast and one of a handful in the country selected to participate in Bloomberg Philanthropies’ “What Works Cities,” one of the largest-ever efforts to enhance the use of data and evidence in the public sector to improve services, inform local decision making, and engage residents.

The Cambridge Youth Council (CYC), a group of CRLS students who serve as a subcommittee of the Family Policy Council, (formerly known as The Kids’ Council), worked to increase the civic engagement of young people and help them understand the value of advocating for themselves. Subsequently, the members created a

Facebook campaign modeled after “Humans of New York,” called “Cambridge Raw Perspectives” ([facebook.com/cambridgerawperspectives](https://www.facebook.com/cambridgerawperspectives)). CYC also provided the Family Policy Council with valuable feedback on addressing opportunity gaps related to the disparities in the ability for everyone in Cambridge to regularly access the best this community has to offer: access to education, food, affordable housing, positive employment, health and wellness opportunities, and others. This year, CYC proactively supported students as they transitioned to high school and partnered with the Department of Public Works to collect over 100 bags filled with groceries to donate to the MLK Day of Service for families who were experiencing food insecurity.

For more information, visit camb.ma/fy16-4.



FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

Fostering community, supporting neighborhood vitality, and enhancing opportunities for citizens to know each other within their neighborhoods has been a high priority of the City Council and the City Administration for many years. The lawn at City Hall has often served as an unofficial area where friends, co-workers and neighbors gather to converse, enjoy a snack, or just relax in the sun. This past summer, the City Hall Front Lawn won *Boston Magazine's* Best of Boston 2016 Award for Best Central Square Neighborhood Hangout.

For several years, staff from Cambridge Police Department (CPD) and the Department of Human Service Programs (DHSP) have jointly conducted Door-to-Door outreach to various neighborhoods, with a focus on Cambridge Housing Authority properties, as a way to systematically listen to and learn from residents. The primary goal of this program, called *Cambridge Connects*, is to improve the quality of life for Cambridge residents by collaborating with families in their own neighborhoods to build community capacity, awareness, involvement, and connections with the City,



schools, and community partners. Community participation has significantly increased in the last year. Additionally, CPD's *Coffee with a Cop* initiative brought together residents and police officers in an informal, neutral environment to discuss community issues.

Last summer, the Family Policy Council and DHSP launched the Cambridge *Book Bike* Program. Part of the Agenda for Children's "*Let's Move, Let's Eat, Let's Read!*" campaign, *Book Bike* activities took place on

weekdays at parks and playgrounds throughout the city. Summer Food staff and Cambridge Police Officers participated in *Book Bike* events by reading to kids, helping to foster a love of reading, and building positive and lasting relationships between Cambridge youth, their families, and City staff.

Teens from Russell, Gately, and Moses

Youth Centers participated in the *Neighborhood Service Project*, a community service learning program jointly facilitated by the Office of Workforce Development and Cambridge Youth Programs. This project is designed as a first job experience for 14 and 15 year



olds. Youth learn to work on teams, research community issues, practice public speaking, build consensus, and work together to solve problems. After working for several weeks in teams to develop and create projects, the teens came together to present their work to their peers, to staff, and to their families. Their projects focused on preventing bullying, stopping gender discrimination, and alcohol and substance abuse prevention.

Cambridge parks came alive with music, dance, storytelling, theater, puppetry, and movies last summer as part of Summer in the City presented by the Cambridge Arts Council and Arts in the Park, sponsored by Community Schools. The wide array of free, multicultural, interactive arts programs, performances, and activities engaged children, families, and the entire community.

Additionally, Community Schools sponsored various citywide social and cultural events for senior citizens that brought residents from different neighborhoods together to help build friendships and reduce isolation.

The Cambridge GLBT Commission completed the research and writing of the report, *The Need for LGBTQ Inclusive Healthcare for Seniors in the City of Cambridge*. The report identified a need for further training for organizations that provide care for LGBTQ patients, especially transgender seniors. Commissioners began meeting with staff from these organizations to support them in better serving LGBTQ seniors.

The City completed renovations for James O. Dance Square at Bishop Allen Drive and Main Street, Elm and Hampshire Plaza, Haggerty School playground, and Hurley Street/VFW Memorial Park. Each of these open spaces offers distinct character and amenities shaped by community input, including water play, community and City Sprouts gardens, creative play equipment/features, group and individual seating options, public art, and a "Little Lending Library." At press time, improvements to the Cambridgeport School playground were nearing completion and planning was underway for renovation of Sacramento Field, Morse and Amigos schools, and Clarendon Avenue playground.

For more information, visit camb.ma/fy16-5.

SUPPORTING CHILDREN, YOUTH, FAMILIES & SENIORS

Cambridge provides a wide range of programs and services that touch almost every sector in the city from newborns to senior citizens, children, youth and families, the homeless and the unemployed.

Baby University's 14 week parenting program for families with children from birth to age 3 this year included 20 mothers and 14 fathers. Evaluation results indicated that parents leave Baby U with increased knowledge and ability to support their children's social, emotional, and cognitive growth. Additionally, the program's focus on stress management offered parents new tools to better balance their daily lives and the stress of parenting.



The Center for Families offered diverse programming to families with children pre-natal to age 8, enrolling 919 children in Babytime, Drop-in, and Community Playgroups this past year.

Through partnerships with local barbershops, the Center for Families and Baby University offered *Fatherhood Buzz*, a national effort to increase awareness of responsible fatherhood, parenting issues, and access to support services in neighborhood barbershops. Cambridge

fathers were invited to the Moses Youth Center where local barbers provided free haircuts for men and their children, and staff provided fathers with information, support, and new books.

In order to support children's continuous learning, the Fletcher Maynard Afterschool created a reading incentive program for children. The children helped decide what books to purchase, were able to bring

books home to share with their families and devoted time each day after school to reading. The staff set goals for the number of pages that the class read and each child could contribute based on their own literacy level. Between late February and the end of the school year, the children at Fletcher

Maynard read over 6,500 pages.

Cambridge's Community Development Block Grant (CDBG), through the Community Development Department and the Department of Human Service Programs, funded over \$376,000 in public services targeting seniors, youth, employment skills training, and domestic violence programs, among others. CDBG supported skills training for over 100 at-risk youth through Just A Start's YouthBuild program and also supported Just A Start's Cambridge Biomedical Careers program.

Over recent years, mitigation funds designated to be used for community purposes have been pledged to the City through project development agreements. With funds totaling \$3.7 million at the start of FY16, the City Council passed a Community Benefits Ordinance in December 2015 with the idea of using these resources to improve services for Cambridge residents. The City partnered with the Cambridge Community Foundation in cooperation with the Cambridge Nonprofit Coalition to develop an inclusive and transparent process for assessing local needs and creating an equitable system for distribution of the funds. Guided by the City Manager's Needs Assessment Advisory Committee, this work was completed over the fiscal year, providing in-depth understanding of Cambridge's most pressing needs and service gaps. In collaboration with the Rindge School of Technical Arts and the Academy for Health Care Training, the Community Learning Center offered an intensive 6-week integrated education and training program this past summer for adults aspiring to become home health aides.



The Citywide Senior Center celebrated its 20th Anniversary this year. The Center serves a diverse population of Cambridge seniors. Program offerings include counseling and support groups, vision and blood pressure screenings, exercise classes, breakfast and lunch service, men's groups, computer classes, educational, and recreational offerings. In collaboration with Cambridge Health Alliance, the Senior Center also offered health and wellness

lectures. This past year, the Center served 16,000 meals and serviced 1,376 seniors through the Senior Food Pantry. The Cambridge Elder Abuse Prevention Coalition in its 2nd year continued to

create a community-wide response to issues of elder abuse in a preventive manner. In-service trainings were provided to all Cambridge Fire and Police personnel. The Council on Aging provided information and presentations on the prevalence of hoarding disorder as a public health issue, through public forums facilitated by experts in this field. As a result, a Peer Support Group for Clutterers was formed.

For more information, visit camb.ma/fy16-6.

PUBLIC EDUCATION & OUT OF SCHOOL LEARNING

Supporting public education and out of school learning time remain major priorities for the City Council and the City Administration. City staff collaborated with Cambridge Public Schools (CPS) on a number of new programs and initiatives.

After an extensive community process that included parents, community-based providers, City officials and School District representatives, the Cambridge Early Childhood Task Force released recommendations for creating a comprehensive birth to grade three early education and care system to address achievement and opportunity gaps. Among the recommendations being implemented for 2016-17 is the creation of a Birth-through-Third Grade governance structure composed of stakeholders in Cambridge's early education and care community, charged with overseeing implementation of a comprehensive system for providing early childhood education.

Massachusetts has a quality rating system to assess, improve, and communicate the level of quality in early childhood programs. This spring, four of the City's preschools were awarded the highest level of quality and were the only preschools in Cambridge to achieve this level so far. The City's remaining preschools programs are on track to achieve that rating later this year.

Given the importance of science, technology, engineering, arts, and math (STEAM) to the local and regional economies, the City established a

STEAM Coordination Office to develop a network of learning and internship opportunities for students. Cambridge Public Schools and the City's Department of Human Service Programs (DHSP) launched a new STEAM partnership offering summer morning math classes at Putnam Avenue Upper School, embedded within a full day program for middle schoolers. This new model for summer youth programming combined school-based math instruction with whole-child enrichment programming. Students learned problem solving and other math fundamentals and explored applied math and science concepts through college visits and field trips to local science and technology firms. Additionally, all Community School (CS) Directors and teaching staff



participated in professional development training in the STEAM curriculum to support them in delivering related activities in afterschool and summer camp programs. In collaboration with the City's new STEAM coordinator, CS sponsored community events at Peabody School, Fletcher Maynard Academy, and Kennedy Longfellow School where staff designed STEAM activities for family participation. Community Schools also partnered with several institutions, including New England Aquarium, Museum of Science, and the Museum of Fine Arts, Boston to offer high quality curriculum in Marine Science, STEAM related activities, and museum studies.

The Agenda for Children Out of School Time (OST) Initiative delivered numerous, high quality training opportunities this past year designed to support sustainable quality across Cambridge OST programs. These trainings engaged 225 participants from 34 City and community programs and were complemented by the 3rd Annual Agenda for Children Out of School Time Symposium, which offered 28 diverse workshops and networking opportunities to 167 members of the Cambridge OST community.

Following a nationwide search and extensive public participation process, the Cambridge School Committee selected Dr. Kenneth Salim as its new Superintendent of Schools. Dr. Salim brings experience leading district-wide academic initiatives that increase teacher quality and student results, as well as national expertise on professional learning.



A growing partnership between CPS and area nonprofit, Food for Free, was spotlighted in a *Boston Globe* article. Building on the successful Cambridge Weekend Backpack Program, Food for Free now offers monthly food markets at four schools. The markets provide free, healthy fresh and frozen vegetables and shelf-stable foods to families who choose to shop there. The program has helped schools build trust with students and the community while providing nutrition support to families who are experiencing hunger and food insecurity.

The U.S. Department of Agriculture recognized CPS with its "One in a Melon" award, for its "Farm to School" nutrition services program which provides healthy and culturally relevant food options that draw on a variety of fresh and local ingredients.

For more information, visit camb.ma/fy16-7.

COMMITMENT TO PUBLIC SAFETY

The City remains committed to making Cambridge a safe and desirable place to live, work, and visit. In 2015, crime in the city reached its lowest level since 1963. Of note, all three murders that occurred in Cambridge in 2015 resulted in arrests and a Massachusetts Most Wanted fugitive who fled to Jamaica after savagely assaulting his ex-girlfriend in Cambridge over 21 years ago was located and arrested by Cambridge Police and other authorities. A full report on crime in the city is available at camb.ma/2015CPDAnnual. These historic low figures reflect a number of factors, including the outstanding work conducted by members of the Cambridge Police Department (CPD), the responsiveness and support from residents and the collaborations that have been formed with organizations throughout the community.

Over the last year, Cambridge Police Department's commitment to collaborations with organizations and the community has enhanced and established programs that benefit officers and the community. One such collaboration led to what is believed to be the first-ever Trauma-Informed Care Training in policing. The innovative curriculum included protocols designed to guide officers with respect to recognition and engagement as part of the department's response to traumatic incidents, including domestic violence, sexual assault, and caregiver removal. The training featured a

multi-disciplinary team of instructors including doctors, retired police officers, licensed social workers, and professionals from the Cambridge Health Alliance, Boston Area Rape Crisis Center, Transition House, and many others. The 21 graduates of this program will be playing an integral role in helping introduce Trauma-Informed Training to the rest of the department.

Several members of the Cambridge Police Department were recognized by the United States Attorney's Office with 2016 Law Enforcement Public Service Awards for "Outstanding Collaborative Investigation" and "Investigative Achievement" for their role in the U.S. versus Stephen Silva and U.S. versus Dzhokhar Tsarnaev cases.



Cambridge Fire Department (CFD) appointed 10 new Firefighters this spring and took delivery of a new Pierce Heavy Duty Rescue vehicle for Rescue 1 at Fire Headquarters. The Rescue vehicle will allow CFD to consolidate its Technical Rescue equipment for confined space, high angle, and collapse rescue operations into one vehicle. CFD also took delivery of a new Pierce 1250 GPM Foam Pumper for Engine 3 in East Cambridge. The Foam Pumper allows CFD to fight petroleum based fires and/or utilize firefighting foam in several different applications.

The Safe Routes to School program, launched last spring in association with MassDOT, supports and encourages safe walking and biking to school. The City surveyed parents to learn more about the travel patterns of Cambridge students and to identify the biggest barriers to walking and biking to school. In FY16, 7 public schools participated in the program. Approximately 22 bicycle and pedestrian training classes were presented at four of the schools to 450 students.

This past year, The Domestic and Gender-Based Violence Prevention Initiative (DGBVI) Coordinator worked with Transition House (the local domestic violence program) and other City and community agencies to provide a comprehensive, citywide training on the basics of domestic violence.

Through a partnership between Cambridge Public Health Department and the City's DGBVI, a working group was formed to strategize how men from City government and the community can proactively work together to end gender-based violence and reimagine masculinity. A committed group of 13 men from various



City departments, and community partners from MIT, Harvard and Emerge have been meeting monthly to learn and share their knowledge.

For more information, visit camb.ma/fy16-8.

COMMUNITY HEALTH

The Cambridge Public Health Department (CPHD) 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.

In FY16, CPHD staff administered 1,069 flu vaccines at sites throughout the city; followed up on 245 communicable disease reports; managed 1,942 tuberculosis patient visits to the Cambridge Hospital TB clinic, and provided 2,907 dental screenings to elementary school



children. CPHD operates the School Health Program in Cambridge Public Schools, with CPHD nurses handling 44,127 student visits for illness, injury, medication administration, and medical procedures during the 2015-2016 school year.

CPHD continued to collaborate with City and community partners to implement the Year 1 strategies of the City of Cambridge Community Health Improvement Plan, which address mental health and substance abuse; violence; healthy, safe and affordable housing; and healthy eating and physical activity.

The Urban Agriculture Task Force, led by the Community Development Department and CPHD, with research and policy support from the Conservation Law Foundation, began drafting a comprehensive urban agriculture policy, including a zoning ordinance, supporting public health regulations, and a best practices document. In FY16, the Community Development Department conducted outreach at neighborhood meetings throughout Cambridge to get initial input on the ideas to be included in the draft ordinance, and the Task Force also held chicken – and bee-keeping focus groups with residents, City staff, researchers, epidemiologists, and other key stakeholders to help refine the draft policy. A larger public forum is anticipated for fall 2016 to present the comprehensive urban agriculture policy and get input from the broader community.

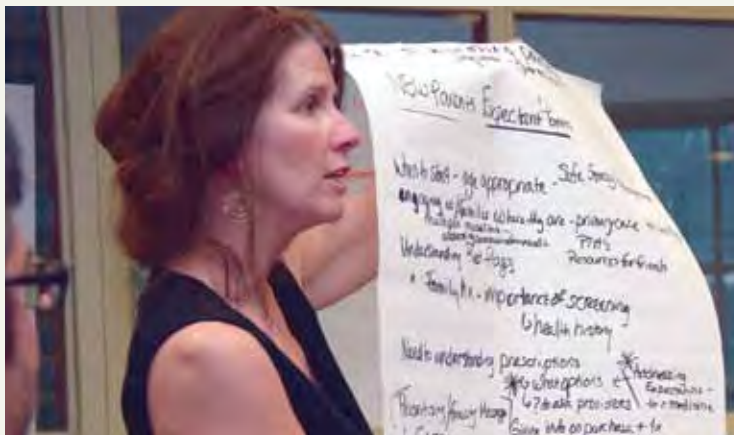
In September 2016, CPHD decreased the target fluoride concentration in Cambridge drinking water by 30%, in collaboration with Cambridge Water Department. This recommendation was based on federal guidance and published research indicating a reduced need for supplemental fluoride.

Cambridge Police Department (CPD) began collaborating with community partners to reduce the number of opiate overdoses in the city. This past year, the CPD Special Investigations Unit introduced an overdose intervention and coaching services strategy to combat the opioid epidemic. Detectives and CPD Licensed Social Workers are now responding to reports of overdose and providing assistance for after-care placements and treatments. Currently, more than 30 detox, treatment and recovery services are collaborating with CPD in support of this initiative.



While CPD has been actively involved in a Homeless Outreach initiative and the Senior Policy Commission on Homelessness for several years, two key initiatives were initiated this year: a Quarterly Stakeholders Meeting and a weekly Multi-Disciplinary Homeless Street Outreach Initiative. This is the first time that a multi-disciplinary group has come together for the sole purpose of building stronger collaborations and developing strategies designed to address homelessness from a multi-layered and coordinated approach. Both initiatives have brought together various appropriate partners — Cambridge Police, Pro EMS, Cambridge Department of Human Service Programs, Department of Mental Health, Healthcare for the Homeless, and CASPAR Shelter, to name a few — who are engaged in bringing direct services to one of the most vulnerable populations in the city.

For more information, visit camb.ma/fy16-9.



MOVING TOWARD ENVIRONMENTAL SUSTAINABILITY

Cambridge continued to make progress in pursuit of climate protection goals, guided by the Climate Protection Action Committee, and moved forward with commitments made through collaborative environmental initiatives. In FY16, the City completed externally-verified municipal greenhouse gas inventories, benchmarking prior years' emissions, with a community-wide inventory currently under way. This investment in sound methodology will facilitate effective performance measurement.

The Climate Change Vulnerability Assessment which evaluated community risks to flooding and heat vulnerability was completed. Subsequently, staff began preparedness planning based on documented risk and degree of resiliency of buildings, infrastructure, and people, to increases in temperature and precipitation. A process to develop business continuity and emergency preparedness policy, programs, and resources was also completed.

This year, the City began implementing action items from the Net Zero Action Plan for reducing greenhouse gas emissions (GHG) from building operations citywide, including strengthening green building requirements for new buildings and developing a citywide low carbon energy supply strategy.

Energy use in buildings accounts for about 80% of greenhouse gas emissions (GHG) in Cambridge, with two-thirds attributed to commercial, institutional, and large multifamily buildings. The Building Energy Use Disclosure Ordinance (BEUDO), enacted by the City Council in July 2014, requires owners of larger buildings to track and report annual energy use to the City, to better support energy planning and policy, and investment in higher performing buildings. Through the City's help desk, technical assistance was given to approximately 400 property owners of over 1,000 buildings, resulting in a 95% reporting rate. In 2016, requirements expanded to include data from non-residential properties of 25,000-50,000 square feet; public disclosure of reported data will begin in fall 2016.



The new Dr. Martin Luther King, Jr. School complex targets Net Zero energy consumption, saving energy through proper orientation, pervasive natural light in most spaces, and a high-performance roof with over 1,600 photovoltaic (solar) panels, which are estimated to provide 47% of the building's required energy. It also offsets energy demands through the use of photovoltaic panels mounted on the roof and south-facing facades.

In January 2016, the City also completed installation of photovoltaic solar panels at the Walter J. Sullivan Water Purification Facility to provide renewable electrical energy savings.

In its final year of competition for the \$5 million Georgetown University Energy Prize, the City has been engaging residents to take actions to save energy, such as getting an energy assessment. The Sunny Cambridge program, launched this spring, helps residents install solar. To date, almost 250 residents have signed up for Sunny Cambridge, with almost 20 new solar systems already installed.

Last spring, the City replaced 4,878 street lights with LED fixtures that contained an adaptive lighting control



system, resulting in substantial electricity savings, from 4.4 million kWh to 897,000 kWh per year.

The Bring Your Own Bag Ordinance, which went into effect March 2016, has led to a 50-80% reduction of single-use bags in Cambridge. The Ordinance seeks to reduce the number of plastic and paper bags being used and discarded by promoting reusable checkout bags and requiring a minimum checkout charge of \$0.10/bag provided at point of purchase.

Cambridge is the largest community on the East Coast to enact such legislation, which

has been supported by related initiatives, such as a reusable bag drive, sponsored by the Cambridge Recycling Advisory Committee, that collected and distributed over 8,000 bags to mitigate impact on low-income residents. An additional 4,000 reusable bags, featuring a design created by CRLS students, were purchased. Whole Foods Market donated its mandatory bag charges of \$13,000, collected in April, to City Sprouts, a Cambridge-based nonprofit that will use these proceeds to expand efforts to teach kids about gardening and sustainability.

For more information, visit camb.ma/fy16-10.

ENCOURAGING ARTS & ECONOMIC VITALITY

The City supported sustainable economic growth through project review and development permitting, with projects in construction that will generate significant new property taxes while pursuing long-term sustainability in design and operation. Cambridge's fiscal stability and promising future have helped attract additional private investment to support services for the entire community. Ongoing implementation of Transportation Demand Management and ensuring compliance over time has yielded measurable success in reducing traffic impacts from development.



Throughout the year, City staff interacts with businesses and their representatives in trade associations to support the area's Cambridge's life sciences, technology and venture capital sectors and facilitate their operation in Cambridge. As part of continuing efforts to attract businesses to move to or expand their facilities here, City staff attended the annual BIO International Convention. Companies that have moved or opened offices in Cambridge in recent years include Cyclica, Unum Therapeutics, Editas Medicine, Nanobiotix, and AMSBio. Life science, technology expansion and venture capital expansion continued with the relocation/expansion of companies like Nextthink, Novartis, Biogen Idec, Momenta Pharmaceuticals, KAYAK Software, Dicena Pharma, Aegerion, Boston Biomedical, ModeRNA, and MPM Capital.

City staff assisted over 183 entrepreneurs through 34 educational workshops, including a 10-week business planning course for first-time entrepreneurs. Additionally, staff worked with 75 businesses on issues



ranging from start-up assistance to site searches for a new location.

Through the Retail Best Practices and Interior Accessibility programs, City staff assisted 28 Cambridge retailers and home-based businesses through in-store consultations and grants for interior

and marketing improvements. Over the last 14 years, the Storefront Improvement Program has provided 179 projects with storefront and/or signage construction grants. FY16 included 14 projects, 5 with accessibility and façade improvements and 9 with new signage (totaling over \$156,000). With the recent commitment to 90% reimbursement grants for ADA accessibility projects, the ratio of private to public funding continues at 2:1, significantly leveraging the City's investment in façade upgrades. The inclusion of accessibility-component funding for the Storefront Improvement and Retail Interior programs enables implementation of physical upgrades that encourage people of all ages and abilities to visit and support local businesses. Education and skill building programs also support full economic participation and community diversity.

Building on the success of a pilot program called Cambridge Arts Challenge, the Arts Council received a multi-year grant from the Massachusetts Cultural Council to develop a broader cultural economic development program called Cambridge Arts: Creative



Marketplace. The Marketplace consists of three programs designed to boost the visibility of the arts in Cambridge and drive local economic activity. Community Supported Art (CSArt) is modeled on the well-known community supported agriculture delivery system and provides

professional development, economic support and access to new audiences for local artists. An Exhibitions Program builds partnerships and provides high-profile exhibition opportunities for local artists in the City's corporate and business environments. The Cambridge Arts Challenge encourages a greater awareness of the vibrant arts sector in the city and challenges workers to actively support and patronize local arts organizations. Together this suite of programs creates a highly intentional marketplace where residents, artists, arts organizations and the corporate community all connect to support increased cultural and economic vitality in Cambridge.

Community Schools collaborated with Creative Minds Out of School on a grant-funded training program for the delivery of an in-depth art curriculum. Over 100 staff were trained and received free curriculum guides. ML King Community School sponsored a Family Art Night this spring and was recognized at the State House for its work in bringing art to the community.

For more information, visit camb.ma/fy16-11.

PROMOTING TRANSPORTATION & MOBILITY

Cambridge's Transit Strategic Plan, created through a comprehensive two-year community process, seeks to improve quality and expand capacity of our transit system. The City continues to encourage people who live in, commute to, or visit Cambridge to shift from drive alone trips to sustainable modes of transportation and safely share roads and sidewalks.

Earlier this year, the City formally adopted Vision Zero and Complete Streets policies. Vision Zero strives to eliminate fatalities and serious injuries resulting from traffic crashes. Cambridge is the 17th city in the U.S. to commit to a Vision Zero policy. Complete Streets are designed and operated to enable safe access for all users – regardless of age, ability, or mode of transportation. Complete Streets make it safe and easy for everyone to travel between work, school, and other destinations, whether they choose to walk, bicycle, drive, or take transit.

Construction was completed for Cambridge Common/Flagstaff Park and Western Avenue projects, adding significant upgrades to bicycle/pedestrian facilities and safety for all transportation modes, along with stormwater management improvements, public art, and historic resource conservation.

Design and construction was completed for multiple traffic calming projects across the city to reduce vehicle speeds and improve overall roadway safety. Staff advanced design of the Watertown Branch path and engaged in efforts to acquire additional right-of-way between Concord Avenue and Danehy Park.

The Bicycle network plan, a core component of the broader vision set forth in Towards a Bikeable Future, was completed. The planning process used innovative methods to gather public input, resulting in a visionary document that will help Cambridge become a place where people of all ages and abilities will be able to choose to bicycle comfortably and safely throughout the city.





City staff continued to support the Hubway operation and expansion, which has yielded growth in ridership and membership, with the system logging over 4 million trips since inception. Six of the ten most heavily used bike stations are located in Cambridge.

To further accommodate the increased number of cyclists in Cambridge this past year, the City installed 131 bike racks (accommodating 262 bicycles) and 18 seasonal bike parking stalls.

This past year, the City took on leadership of the Kendall Square Mobility Task Force, which was established in 2015 with the goal to develop policy and project recommendations supporting the continued success of Kendall Square. The area has seen dramatic growth in the past decade and this process places special focus on meeting the increasing need for high quality service for transit users.

The ending hour of select meters between Harvard Square and Porter Square was increased to 8 p.m. This is an area that includes a mix of restaurants and stores and adjusting the end time created more parking opportunities for patrons visiting local businesses. Following a similar extension of metered parking hours last year in Kendall Square, data collected from

meters in the area indicated increased turnover, and therefore greater parking availability, in the evenings.

Input received through last year's outreach to underserved communities, including new immigrants and seniors, led to FY16 implementation of audience-specific bicycle training programs, real-time transit screens for City buildings, and additional recommendations for public transit improvements. Also, with technical assistance funding from the Massachusetts Department of Public Health, the City piloted on-bike training for upper school students in Cambridge Public Schools.

For more information, visit camb.ma/fy16-12.

EMBRACING INNOVATION & TECHNOLOGY

In FY16, over \$3.4 million in capital funds was invested in IT initiatives to help improve citizen experience and interaction with the City. These initiatives help increase transparency and access to information; improve technology-enabled City services; increase efficiencies of City operations; and enhance cross-departmental collaboration and innovation.

In January, the City launched a new Snow Center website, cambridgema.gov/snow, to provide residents with timely updates on the City's response to winter storms and provide useful information that can be viewed quickly and easily in one location.

Also in January, the City announced its participation in the statewide Commonwealth Connect Program to receive non-emergency citizen requests and retired its custom built iReport system. Cambridge residents can report issues through this easy-to-use, GPS enabled mobile app and online interface.

Cambridge expanded its commitment to the Open Data Program with the passage of the new Open Data Ordinance and hiring of a full-time program manager. The ordinance builds on current City efforts to make government data available in easy-to-find and usable formats. In January, the City Clerk's Office implemented an Open Meeting Portal to serve as a new repository for City Council agendas, minutes and videos.

The City completed implementation of the EnerGov online application and payment system for Permitting and Licensing processes and Code Enforcement application in the Department of Public Works. EnerGov

provides a more user-friendly web interface for customers, and allows for more transparency by creating reports that can be uploaded to the City's Open Data portal.

In June 2016, Cambridge became one of the first cities in the country to collaborate with RapidSOS to provide residents improved access



to 9-1-1 and emergency services, and other features that will improve mobile security and family connectivity. With one touch, the RapidSOS Haven application places a 911 call and transmits vital information to the dispatcher, including the type of emergency, GPS location, relevant medical and demographic information.

To stay on the cutting edge of technical innovation, Cambridge Police Department (CPD) co-hosted the 2015 Police Innovation Conference at the Microsoft NERD Center, which was designed to bring progressive law enforcement agencies from across the country together with some of the great minds in technology and policing. CPD began utilizing Nextdoor, a private social network for neighborhoods featured at the Police Innovation Conference. Nextdoor supplements and enhances the department's citywide and neighbor-to-neighbor communications.

For more information, visit camb.ma/fy16-13.

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, Ilram Farooq, Assistant City Manager for 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 for 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, Charles 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 for 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, City Solicitor

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, provides advice and counsel, and furnishes 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, Nicole Murati Ferrer, 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, E. Denise Simmons, 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, Neil MacInnes-Barker, 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

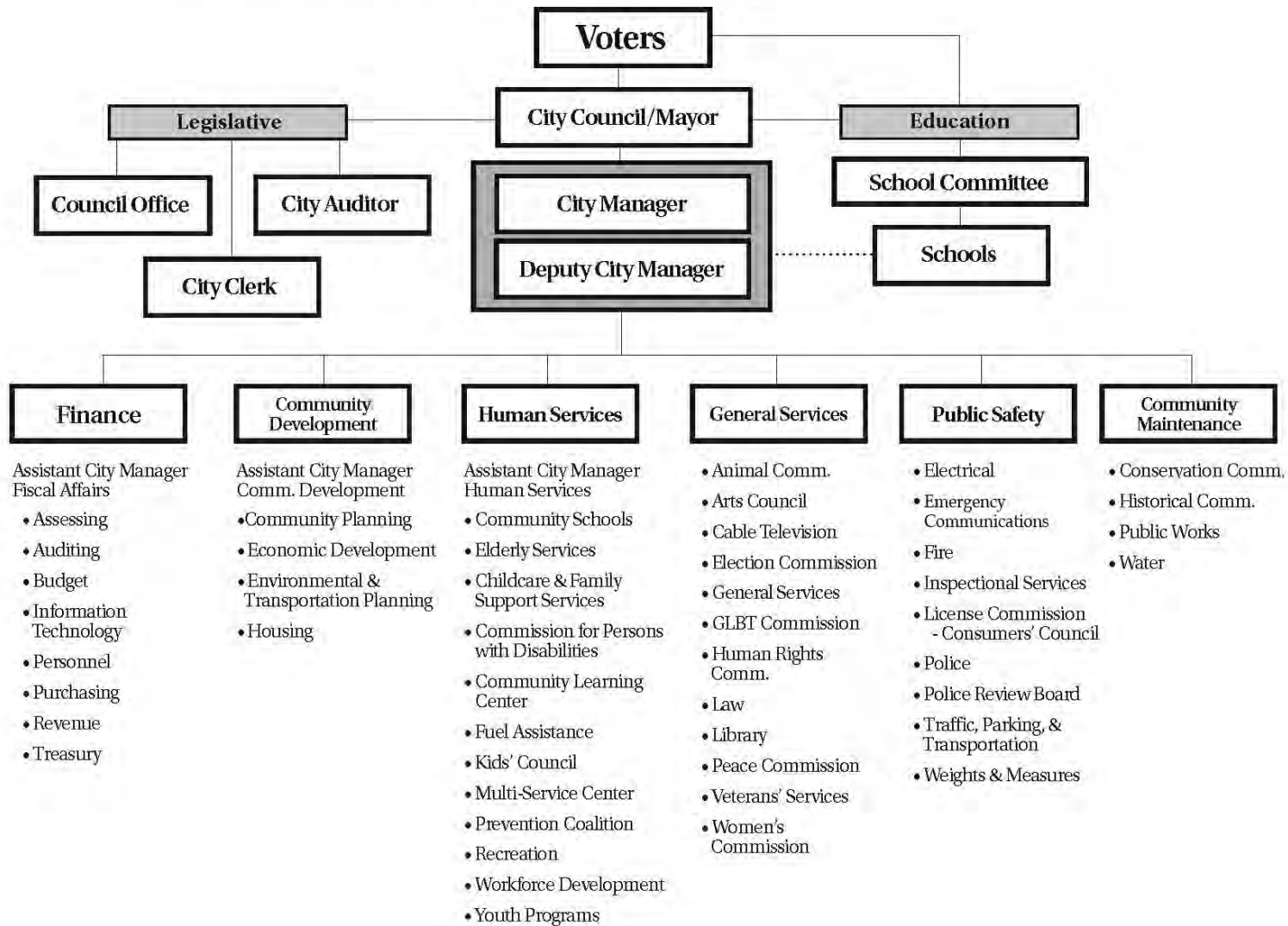
Plan E Form of Government - Proportional Representation

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.

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

(US Census Bureau 2010)

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: 28.1% (2010-14, U. S. Census)

Home Language other than English: 32.0%
(2010-14, U. S. Census)

Common Languages other than English: Spanish,
Chinese, French/French Creole, Indic Languages,
Portuguese, African Languages, Korean, and German
(2010-14, 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:

74.7% College or Graduate Degree

9.9% Some College/Associates Degree

9.3% High School Diploma

6.1% No High School Diploma

(2010-14, US Census)

College & Graduate Students:

36,227 - Enrolled in Degree Program
(includes non-residents)

(2015, CDD)

Poverty Status:

10.2% of families

15.0% of Individuals

(2010-14, US Census)

Registered Vehicles:

45,759 Vehicles

30,413 Passenger Cars

(2015, Mass. Registry of Motor Vehicles)

Housing Units:

47,291 (2010, US Census)

Owner Occupied Housing:

34.6 % (2010, US Census)

Median Housing Sales Price:

\$1,253,000 Single Family

\$1,100,000 Two Family

\$600,000 Condominium

(2015, CDD)

Typical Rental Price:

\$2,350 One Bedroom,
\$2,750 Two Bedroom,
\$3,300 Three Bedroom
(September 2015, Zillow.com)

Median Household Income:

\$75,909
(2010-14, US Census)

Jobs:

116,089
(2015, Mass. Executive Office of Labor and Workforce
Development)

Average Annual Wage:

\$110,448
(2015, Mass. Executive Office of Labor and Workforce
Development)

Resident Unemployment Rate:

2.7%
(July 2016, Mass. Executive Office of Labor and Work-
force Development)

Major Employment Sectors:

Education, Professional & Technical Services, Health
Care & Social Assistance, Accommodation & Food
Services, Retail Trade(2nd Quarter, 2014, Mass. Execu-
tive Office of Labor and Workforce Development)

FY16 Property Tax Rate

Residential \$6.99
Commercial \$17.71
(per \$1,000 of assessed value)

FY16 Annual Operating Budget:

\$545.9 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:

16, 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.*

SALUTE TO RICHARD C. ROSSI

The FY16 Annual Report is dedicated to City Manager Richard C. Rossi for over four decades of exceptional service to the residents of Cambridge.

Over the last 45 years, Richard C. Rossi has played an integral role in shaping the City of Cambridge. Prior to becoming City Manager in 2013, he served as Deputy City Manager for 32 years. During his tenure, Mr. Rossi built a core leadership team and led bold initiatives focused on sustainability efforts, affordable housing, economic development, fiscal management, and strengthening Cambridge's commitment to its diverse population. Over the years, Mr. Rossi has acted as a mentor to many City employees who have developed into strong leaders. In FY16, he launched an internal leadership initiative focused on building cultural competency, increasing collaborative skills, and enhancing the City's leadership capacity.

Mr. Rossi's leadership has been marked by a strong commitment to delivering high quality services and responsiveness to residents, neighborhoods, and businesses. As City Manager, Mr. Rossi has made significant investments in the City's information technology initiatives, expanded public safety capabilities, maintained the City's three AAA bond ratings, grown the City's planning capacity, and invested in long-term infrastructure projects like sewer and storm water management, street and sidewalk improvements, and construction of Cambridge's first near Net Zero public school. Additionally, he has expanded the City's commitment to its youth by creating new opportunities in science, technology, engineering, arts, and mathematics (STEAM) programming, as well as in early childhood education. His continued work with the business, innovation, and bio-technology sectors helps to keep Cambridge as a strong economic and research engine for the region. Mr. Rossi also worked on regional problem-solving collaborations that benefit Cambridge and surrounding communities. Mr. Rossi convened early discussions on the emerging Transportation Network Services issue, supporting the creation of the regional Life Sciences Corridor and working to help ensure the viability of the Green Line Extension Project.

While serving as Deputy City Manager, Mr. Rossi chaired the City's Capital Budget Committee and oversaw all of the City's major public construction projects. He has led many community processes involved in the planning, programming, siting, and construction of public facilities.



This work included open space projects, public schools, municipal buildings and utility construction. Mr. Rossi also chaired the Community Preservation Act Committee that makes recommendations on funding for affordable housing, historic preservation and open space projects.



Under Mr. Rossi's direction, several significant buildings were designed and constructed, including the Robert W. Healy Public Safety Facility; the Cambridge War Memorial Recreation Center; the Mayor Sheila Doyle Russell Youth and Community Center; the Main Library Expansion project; the Cambridge Rindge and Latin School renovation project; the Alice K. Wolf Center; and most recently, the City's first near Net Zero school building, the Dr. Martin Luther King, Jr. School complex. During the 1980's, Mr. Rossi served as Project Manager for the Danehy

Park Project, which converted the City's former 55-acre landfill into an award winning public park. In the late 1990's and early 2000's, he was responsible for the reconstruction of Payson Park Reservoir and the Walter J. Sullivan Water Treatment Facility. All recent building projects were designed using U.S. Green Building Council's LEED (Leadership in Energy & Environmental Design) green building criteria.

Mr. Rossi will be retiring at the end of September 2016, leaving behind a legacy that has contributed tremendously to making Cambridge the great place that it is today to work, live, innovate, and play.



City of Cambridge FY16 Annual Report

With over 105,000 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.