



CITY OF CAMBRIDGE

LIVABLE CITY



2011/2012
ANNUAL REPORT



About Cambridge

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 almost 27% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

Cover: *Prevention Magazine* this year named Cambridge the most walker-friendly city in the U.S. In fact, bicycling, walking and public transportation are a part of everyday life in Cambridge and among the many reasons that make Cambridge a livable city. (Cover photos by Gretchen Ertl. Back Cover bottom photo of Lafayette Park, courtesy of Cambridge Community Development Department).

City Manager's Message



Photo: nortonphotography.com

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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the FY12 Annual Report.

Cambridge has made significant progress this past year in supporting the City Council's community goals. With continued strong financial standing, the City has met the demands of a challenging economic climate, advanced its affordable housing and public construction initiatives and continued to provide the highest quality municipal services possible.

Cambridge retained its status as one of approximately 27 cities nationwide to earn AAA ratings from all three major credit rating agencies, for its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing significant saving to taxpayers.

In FY12, the City appropriated a combined total of \$9.6 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. See more on this in the City Manager's section.

Renovations to the Cambridge Rindge and Latin High School were completed in FY12, in time for the 2011-12 school year, providing improved building systems, windows, accessibility and enhancements to the overall physical quality of the learning environment. All construction on public buildings in Cambridge is undertaken with LEED (Leadership in Energy and Environmental Design) certification, by the United States Green Buildings Council, an integral part of the effort. CRLS was designed to meet LEED Silver level certification and may achieve a higher standard once the certification process is completed.

A feasibility study has been completed for the Martin Luther King, Jr. Elementary School, the first in the elementary schools rehabilitation plan. Construction plans and specifications are being developed. Construction should commence in fall 2013.

The public processes for Fullmore, Alberico and David Nunes/Old Morse Parks were undertaken in FY12, with construction under way in summer 2012 and completion anticipated for spring 2013. Riverside Press Park will see the establishment of Community Garden plots in raised beds.

In the past seven fiscal years, we have been able to produce budgets which have reflected an average annual increase of 4.3% in the property tax levy. For FY12, this resulted in approximately 63.9% of residential taxpayers receiving a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year.

In May 2012, the City Council approved the FY13 operating budget of \$488,228,565 a capital budget of \$38,719,735, and the five-year capital plan. The FY13 operating budget reflects a 2.87% increase over the FY12 adjusted budget. The budget maintains City and school services that citizens have come to expect and provides a strong capital plan, supporting stability and reinvestment in the community, which is important during these difficult economic times. The budget achieves its goals with only a moderate increase in the property tax levy, in spite of a continued reduction in State Aid.

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

Very truly yours,

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

Robert W. Healy
City Manager

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City Departments

Cambridge City Hall

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

* Address for all departments in City Hall
** TTY Number for all departments in City Hall

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

Mark McCabe, Director
344 Broadway • Cambridge, MA 02139
617.349.4376 • TTY 617.349.4621

Arts Council

Jason Weeks, Director
344 Broadway • Cambridge, MA 02139
617.349.4380 • TTY 617.349.4621

Assessing

Robert P. Reardon, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

David Kale, Director/Deputy Finance Director
City Hall, 617.349.4270

22-CityView

Calvin Lindsay Jr., Director
454 Broadway • Cambridge, MA 02138
617.349.4296 • TTY 617.349.4421

City Clerk

Donna Lopez, Interim City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Executive Assistant
City Hall, 617.349.4280

City Manager's Office

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

Community Development

Brian P. Murphy, Assistant City Manager
for Community Development
344 Broadway • Cambridge, MA 02139
617.349.4600 • TTY 617.349.4621

Commission for Persons With Disabilities

Michael Muehe, Director
51 Inman Street • Cambridge, MA 02139
617.349.4692 • TTY 617.492.0235

Conservation Commission

Jennifer Wright, Director
344 Broadway • Cambridge, MA 02139
617.349.4680 • TTY 617.349.4621

Consumers' Council

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

Election Commission

Tanya Ford, Executive Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

George Fernandes, City Electrician
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4925 • TTY 617.492.0235

Emergency Communications

George Fosque, Director
125 Sixth St. • Cambridge, MA 02142
617.349.6911 • TTY 617.499.9924

Finance

Louis DePasquale,
Asst. City Manager for Fiscal Affairs
City Hall, 617.349.4220

Fire

Gerald Reardon, Fire Chief
491 Broadway • Cambridge, MA 02138
617.349.4900 • TTY 617.499.9924

GLBT Commission

John Gintell/Aren Stone, Co-Chairs
City Hall • GLBT@cambridgema.gov

Historical Commission

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

Human Rights Commission

Colleen Johnston, Executive Director
51 Inman Street • Cambridge, MA 02139
617.349.4396 • TTY 617.492.0235

Human Services

Ellen Semonoff, Asst. City Manager for
Human Services
51 Inman Street • Cambridge, MA 02139
617.349.6200 • TTY 617.492.0235

Information Technology (IT)

Mary Hart, Chief Information Officer
831 Mass. Avenue • Cambridge, MA 02139
617.349.4140 • TTY 617.349.4421

Inspectional Services

Ranjit Singanayagam, Commissioner
831 Mass. Avenue • Cambridge, MA 02139
617.349.6100 • TTY 617.349.6112

Law

Nancy E. Glowa, Acting City Solicitor
City Hall, 617.349.4121

Library

Susan Flannery, Director
449 Broadway • Cambridge, MA 02139
617.349.4040 • TTY 617.349.4421

License Commission

Michael Gardner, Chairman
Elizabeth Lint, Executive Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Henrietta Davis, Mayor
City Hall, 617.349.4321

Peace Commission

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

Personnel

Sheila Keady Rawson, Director
City Hall, 617.349.4332

Police

Robert C. Haas, Commissioner
125 Sixth St. • Cambridge, MA 02142
617.349.3300 • TTY 617.499.9924

Police Review & Advisory Board

Brian Corr, Executive Secretary
51 Inman Street • Cambridge, MA 02139
617.349.6155 • TTY 617.492.0235

Public Health

Claude-Alix Jacob, MPH
Chief Public Health Officer
119 Windsor St. • Cambridge, MA 02139
617.665.3800

Public Works

Lisa Peterson, Commissioner
147 Hampshire St. • Cambridge, MA 02139
617.349.4800 • TTY 617.349.4805

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall • 617.349.4310

School

Jeffrey M. Young, Superintendent of Schools
159 Thorndike St. • Cambridge, MA 02141
617.349.6400 • TTY 617.492.0235

Traffic, Parking and Transportation

Susan Clippinger, Director
344 Broadway • Cambridge, MA 02139
617.349.4700 • TTY 617.349.4621

Veterans' Services

Steven A. Vesce, Director
51 Inman Street • Cambridge, MA 02139
617.349.4761 • TTY 617.492.0235

Water

Sam Corda, Managing Director
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4770 • TTY 617.492.0235

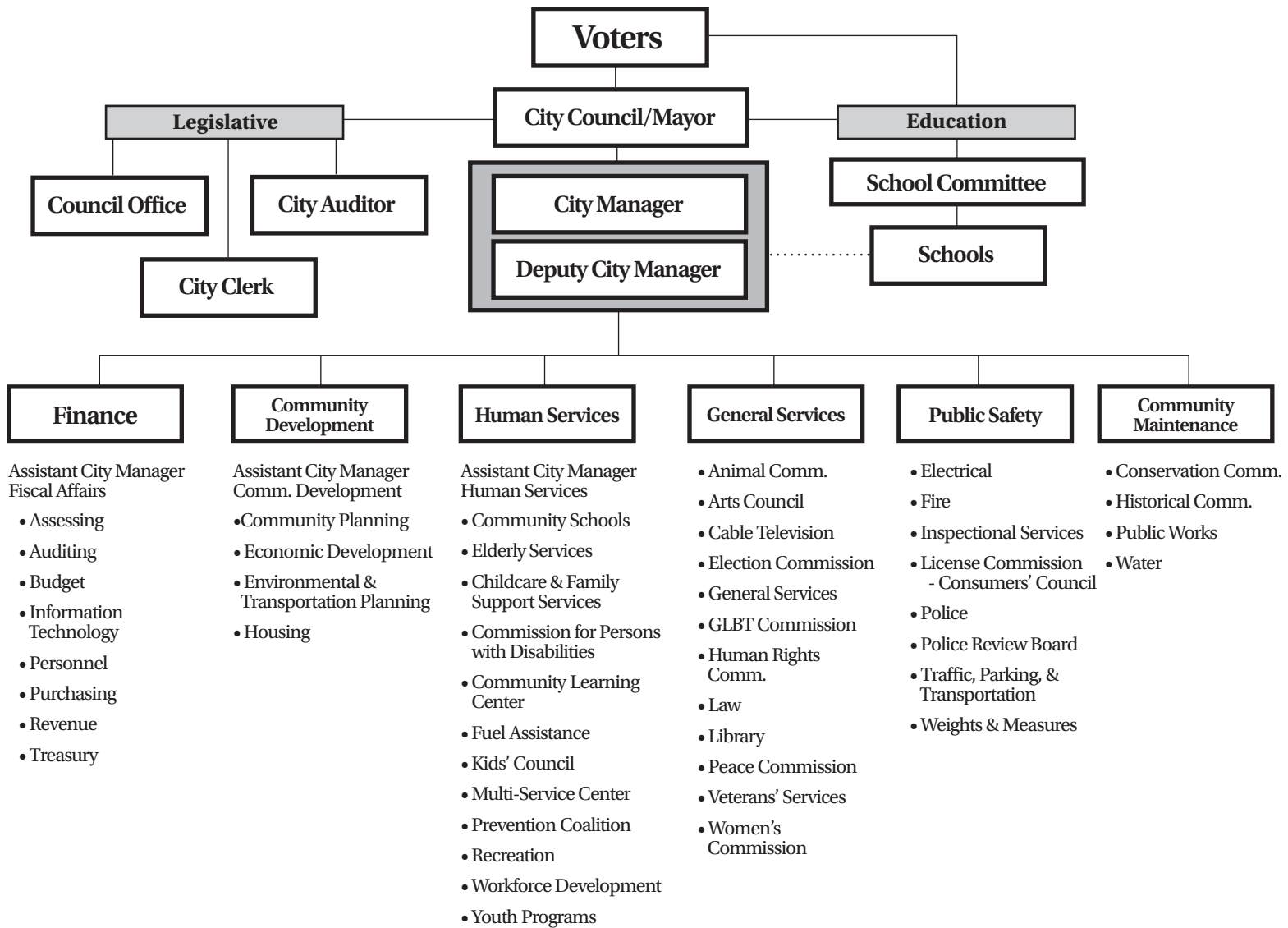
Weights & Measures

James Cassidy, Jr., Sealer
831 Mass. Avenue • Cambridge, MA 02139
617.349.6133 • TTY 617.349.6112

Women's Commission

Kimberly Sansoucy, Director
51 Inman Street • Cambridge, MA 02139
617.349.4697 • TTY 617.492.0235

Organizational Chart



Cambridge Political System

Plan E Form of Government – Proportional Representation

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

City Ordinances (Cambridge Municipal Code)

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. Visit the City's website, www.cambridgema.gov, and click on "City Ordinances" under Quick Links section. The most recent and official version of the Code is on file at the City Clerk's Office, 617-349-4260.

Cambridge at a Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

105,162 (2010, U.S. Census)

Population Density:

15,864 Persons per square mile
(2010, CDD)

Person(s) Per Household:

2.00 Persons (2010, U.S. Census)

Median Age:

30.2 Years (2010, U.S. Census)

Foreign Born:

27.4% (2008-10, U. S. Census)

Home Language other than English:

31.7% (2008-10, U. S. Census)

Common Languages other than English:

Spanish, Chinese, French/
French Creole, Indic Languages,
African Languages, Portuguese,
and Korean. (2008-10, U.S. Census)

Racial Diversity:

66.6% White
11.7% Black
15.1% Asian
6.6% Other
(2010, U.S. Census)

Hispanic Diversity:

7.6% of Residents w/Hispanic
Background (2010, U.S. Census)

Adult Educational Attainment:

73.1% College or Graduate Degree
10.7% Some College/Associates Degree
10.3% High School Diploma
5.8% No High School Diploma
(2008-10, U.S. Census)

College & Graduate Students:

36,298 - Enrolled in Degree Program
(includes non-residents)
(2011, CDD)

Poverty Status:

9.5% of families
14.6% of Individuals
(2008-10, U.S. Census)

Registered Vehicles:

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

Housing Units:

47,291 (2010, U.S. Census)

Owner Occupied Housing:

34.6 % (2010, U.S. Census)

Median Housing Sales Price:

\$740,000 Single Family
\$696,125 Two Family
\$422,250 Condominium
(2008-10, U.S. Census)

Typical Rental Price:

\$2,300 One Bedroom,
\$2,578 Two Bedroom,
\$2,750 Three Bedroom
(2012, CDD)

Median Household Income:

\$67,271 (2008-10, U.S. Census)

Jobs:

105,318
(3rd Quarter, 2011, Mass. Executive
Office of Labor and Workforce
Development)

Average Annual Wage:

\$88,348
(3rd Quarter, 2011, Mass. Executive
Office of Labor and Workforce
Development)

Resident Unemployment Rate:

3.6%
(May 2012, Mass. Executive Office of
Labor and Workforce Development)

Major Employment Sectors:

Education, Professional & Technical
Services, Health Care & Social
Assistance, Accommodation &
Food Services, Retail Trade
(3rd Quarter, 2011, Mass. Executive
Office of Labor and Workforce
Development)

FY12 Property Tax Rate:

Residential \$8.48
Commercial \$20.76
(per \$1,000 of assessed value)

Government:

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

FY12 Annual Operating Budget:

\$472.2 million

Public Schools:

One K-8 school, eleven K-5
schools, four upper schools (6-8), one
comprehensive high school, including a
career and technical education program
and one alternative high school.

Private, Parochial & Charter Schools:

13, plus 3 charters, numerous
preschools and special education

Higher Education:

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

Libraries:

Main Library and 6 branches

Post Offices:

Central Square, Kendall Square,
Harvard Square, Inman Square,
Porter Square

Hospitals:

Cambridge Hospital, Mount
Auburn Hospital, Spaulding Hospital

Fire Protection:

8 fire stations, 276 sworn firefighters,
9 civilians

Police Protection:

1 police station, 273 sworn
officers, 38 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.*

Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are recruited. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs off on all employment transactions and submits biannual reports to the Equal Employment Opportunity Commission (EEOC).

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

Highlights and Accomplishments

- Assisted departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Provided assistance to department heads and managers with recruiting, screening, interviewing and hiring processes.
- Worked closely with Affirmative Action Advisory Committee.
- Collaborated with the State Human Resources Division, Cambridge Fire, Personnel and the Human Services departments to promote the Municipal Fire Fighter Examination resulting in applications from 131 Cambridge residents: 41.22% were from persons of color and 12.21% were from women, making this one of the most successful campaigns in the state.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.
- Co-facilitated employee diversity training.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

The Cambridge Animal Commission facilitates programs for animal control and welfare in the city, and maintains Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The Commission encourages responsible pet ownership, ensures public safety around domestic or wild animals and manages the diverse population of wildlife that co-exists in the city.

Highlights and Accomplishments

- Partnered with Harvard Mediation Program on animal related problems in Cambridge.
- In 2006, Congress passed the Pets Evacuation and Transportation Standards Act, requiring state and local governments to incorporate pets and service animals into disaster planning. Attended Homeland Security meetings on the "Pet Sheltering Initiative."
- Collaborated with Cambridge Fire Department and Metro Boston Homeland Security Region to house a trailer of supplies and housing for animals displaced in a disaster.
- Inserted FEMA pamphlet "Preparing Your Pet for Emergencies Makes Sense. Get Ready Now" into 3,000 dog license renewal applications.
- Attended community meetings to develop guidelines, regulations and locations for dog parks in the city and through the Fresh Pond Reservation shared use engagement process.
- Continued pilot programs at Corcoran and Gold Star Mother's parks to determine if these areas should be utilized as shared space for off leash hours between 6-9 a.m. Collaborated with the City Manager's Office and the Community Development and Recreation departments to implement a citizen's liaison program at Gold Star Mother's Park.
- Distributed information on free or low cost spay/neuter; rabies vaccinations; micro chipping; Distemper vaccinations; flea treatment; and also on low cost clinics for male cats for above services.
- Assisted in transporting cats from Jefferson Park, Jackson Place and Jackson Circle for free spay/neuter treatments, for residents who did not have transportation.
- Participated with Cambridge Police Department on several community meetings that included discussions of neighborhood problems with animals.
- Licensed over 3,000 dogs in 2012.
- Collaborated with other agencies to speak in support of legislation to change and improve Animal Control laws in the Commonwealth.
- Sponsored a spring Rabies Vaccination Clinic for dogs.
- Participated in a "License Day" at Fresh Pond Reservation.
- Educated postal carries at local Post Office branches on preventing dog bites and reporting problems with nuisance dogs.
- Helped train new Emergency Communication Dispatchers on responding to calls involving animals.
- Presented a discussion of domestic and wildlife animals in the city and tips on what to do if we encounter these animals.

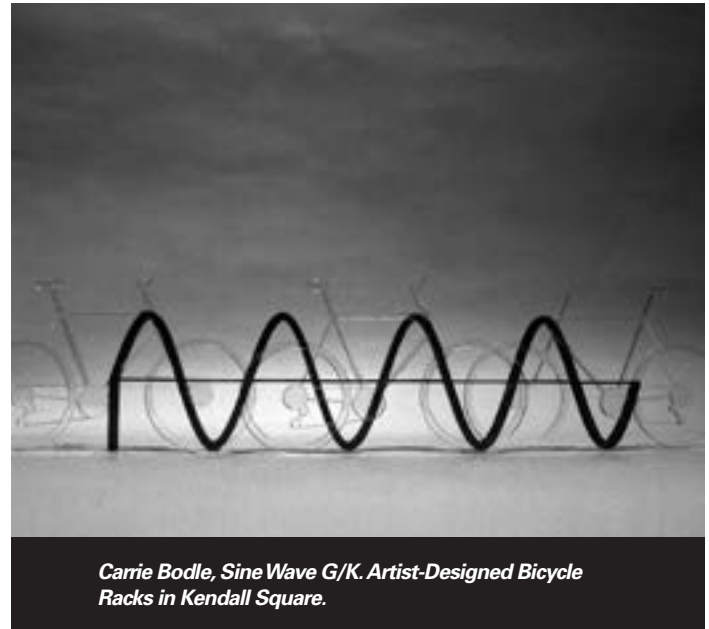
Arts Council

Jason Weeks, Executive Director • 344 Broadway, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) exists to ensure that the arts play an active and engaging role in the daily lives of people living, working and visiting Cambridge. CAC accomplishes this goal by stimulating public awareness and support for the arts, producing events that celebrate the City's diverse cultural heritage, displaying art in public places, convening conferences and symposia to promote the arts, designing arts education initiatives, producing high quality arts programming and developing artistic collaborations and other opportunities to improve the overall aesthetic experience for residents and visitors in Cambridge.

Highlights and Accomplishments

- Engaged a second year of the Cambridge Arts Marketing Network (CAMN), a network of arts and cultural marketing professionals based in Cambridge that meet quarterly to discuss issues, trends and best practices in the sector and that develop collaborative opportunities and strategies that create positive relationships and increase impact and overall effectiveness related to marketing efforts. The work of CAMN prompts the development of creative initiatives that foster opportunities for cross-promotion, cultivate dynamic relationships with local media organizations and identify new resources to support artists and arts and cultural organizations throughout the city. One positive example of this work is a bi-monthly, full-page advertorial entitled, *Cambridge Arts*, that runs in the Boston Metro newspaper (daily circulation: 140,000) and brands and highlights Cambridge as a destination for the arts as well as the Arts Council's role as the go-to resource for high quality and diverse arts events and experiences.
- Developed and launched the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public School District (CPSD) to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. CCC was created through a partnership with the Arts Council, Lesley University, CPSD Visual & Performing Art Department, Cambridge Community Foundation and the Art Institute of Boston @ Lesley University, as an opportunity to focus on creative programming for students in grades 6 through 8 aligning with the Upper School initiative as part of the CPSD Innovation Agenda. CCC will initiate and support teaching and learning about creativity within a shared collective space that offers cross-disciplinary intellectual and artistic exploration.
- Received a \$45,000 grant from the National Endowment for the Arts (NEA) to support Let the Public Play, a demonstration playground which will serve as a component of a larger effort by the City to educate the public on the recommendations of the Healthy Parks & Playgrounds Task Force. The task force, comprised of City staff, residents and outside professionals, met for two years and worked to both reframe and expand the way 'play' is defined for the built environment in Cambridge. The project will investigate a variety of modes related to encouraging and supporting play at all age levels and demonstrating the potential of artists to develop public artwork that supports this initiative.
- Engaged a third year of interactive meetings of the CPSD & University Arts Partnership committee, dedicated to working with the local university communities to develop opportunities for collaboration, resource-sharing and direct support for the Department of Visual and Performing Arts at CPS. Quarterly meetings with leaders from Harvard University, MIT, Lesley



Carrie Bodle, *Sine Wave G/K. Artist-Designed Bicycle Racks in Kendall Square.*

University/AIB, Longy School of Music and the Cambridge Arts Council provided CPS Visual and Performing Arts staff with direct access to University officials to communicate needs and more fully understand the scope of arts programming and possibilities for more strategic, in-depth collaboration and partner support.

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 33rd Cambridge River Festival (CRF) was scheduled to take place on Saturday, June 2, 2012, but had to be canceled by the Arts Council and Department of Conservation & Recreation due to public safety concerns connected to a major storm front and heavy rains that flooded the ground and riverbanks of the Charles River making it unsafe to power the stages, sounds systems and mechanical equipment that support performances and interactive art-making venues throughout the event. Even so, planning for the event began nine months prior with a concentrated focus on community involvement. The Arts Council continued the highly successful recent tradition of developing intensive partnerships with Cambridge-based arts organizations to populate performance stages and interactive art-making venues throughout the festival site.
- With support from the Massachusetts Cultural Council and the City, the Arts Council distributed \$52,000 through the CAC Grant Program to fund arts programming and initiatives that have a direct benefit to Cambridge residents and the cultural life of the city. CAC awarded 38 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and Field Trip Grants, the latter of which provides low-cost opportunities for Cambridge youth to attend professional artistic events in Cambridge and the greater-Boston area.
- Coordinated the fourth year of Cambridge Open Studios (COS) in May 2012. COS is a citywide program featuring about 200 artists and performers who open their studios in all neighborhoods of the city to exhibit their work and demonstrate the art-making process. In partnership with local artists, arts organizations, private property owners and managers, the Arts Council worked to combine and centralize resources as a way to increase opportunities and participation for a greater number of artists. Strategic promotional efforts aided in audience development as well as increased



Cambridge Open Studios 2012. (Photo by Adam Gooder)

awareness of the City's public art collection and the unique character of the city's neighborhoods through outreach to local and regional audiences.

- Continued to expand the reach and activity of the Cambridge Poet Populist Program through the election of the City's third official Poet Populist, Toni "Bee" Brooks. Toni Bee worked with youth in Cambridge Public Schools, the Public Library, Cambridge Senior Centers and a variety of local arts organizations throughout the year and had planned to host an interactive tent at the 33rd Cambridge River Festival to celebrate Poetry and the city's rich literary history. As mentioned above, this event was unfortunately cancelled due to severe weather. Poet Populist goals for 2012 included continued oversight of the Cambridge Poetry Festival, serving as official host for the National Poetry Slam, and supporting new and continued local and regional traditions such as "Louder Than a Bomb" Youth Poetry Slam, Riversing, the Cambridge River Festival and Dance for World Community Festival.
- Produced the 20th season of *Summer in the City* in July and August 2012. This citywide series targets youth aged 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2011, events attracted approximately 4,000 audience members over the course of an 8-week period. Artists and performers were reflective of the cultural diversity of Cambridge and promotional efforts included a dynamic website, brochure, newsletters, the use of social media, such as Twitter and Facebook and a physical mailing to every household with children in the Cambridge Public School District.
- Issued over 400 street performer permits in accordance with the City's Sidewalk Use Ordinance, allowing buskers the opportunity to perform in and enliven city squares, parks and open spaces throughout Cambridge. In addition to providing permits, the Arts Council also hired and trained street performer monitors to provide

direct oversight for performer activity and work with the performers, residents and businesses to ensure heightened communication, advocacy and overall balance relative to needs and concerns of all involved.

- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Dance for World Community, Boston Cyberarts Festival, the Hong Kong Dragon Boat Festival, Cambridge Science Festival, DIYDS National Youth Video & Film Festival, the Boston International Latino Film Festival, the Boston Palestine Film Festival and DocYard: Season 2, supporting documentary filmmakers throughout the region at the Brattle Theater. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, Cambridge Community Foundation, Artists' Foundation, the Boston Foundation, Mass Grantmakers in the Arts and the Boston Dance Alliance to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

PUBLIC ART PROGRAM HIGHLIGHTS

Completed Projects & Ongoing Projects

- **Cambridge Rindge & Latin High School (CRLS)/War Memorial:** Artist Mel Ziegler continued to develop a public art concept related to the renovation of the CRLS and the War Memorial Recreation Center. His concept features opportunities to develop sculptural elements that reflect and amplify evidence of the student's work in the high school setting.
- **Harvard Square:** Jody Pinto continued to work with the City and private property owners on her design for Palmer Street in Harvard Square. Her artistic plan for "New Palmer" envisions a shared space for active street life and urban theater. The project provides an opportunity for private property owners and the City to enter into a partnership with the common goal of creating a cohesive and engaging visual and physical space for shops, restaurants, cultural events, diverse pedestrian activity and evening, nighttime and weekend activity.



Poet Populist Toni Bee's Poetry/Music Mash-up at the Middle East.



Cambridge Creativity Commons in Dorothy Arnold Studio
(Photo courtesy of CAC)

- **Danehy Park:** Mierle Laderman Ukeles continued the development of a fifth and final phase of her artwork *Turnaround/Surround*, a multi-year project located at Danehy Park that focuses on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site, into a 55-acre active use park and public amenity.
- **Northeast Sector at Fresh Pond:** Laura Baring-Gould continued to develop her concept for integrated public artwork that relates to the physical improvements and work being done on watershed management in the Northeast Sector at Fresh Pond. Baring-Gould met with staff, residents and caretakers for the Fresh Pond Reservation to solicit information and discuss her ideas for developing sculptural elements to be located at the Reservation and focus users on the vital role that water as a resource plays for individuals and communities locally and globally.
- **5 Western Avenue:** Lynn Basa was commissioned to develop artwork for the renovated former Police Headquarters and new home for the Community Learning Center, MultiService Center and Cambridge Housing Authority. Lynn's research and work led to a project that will use stained glass patterns throughout the building in the transoms that divide offices and workspaces.
- **Western Avenue Reconstruction:** Matthew Mazzotta was commissioned to develop artwork for the expansion of Cronin Park as part of the overall work along the Western Avenue Corridor. In 2012, the artist met with residents and community groups to solicit feedback that will lead to an integrated artwork that reflects the character of the neighborhood and use of this newly designed corridor.
- **Harvard Underpass:** Began an artist selection process to identify an artist to develop integrated artwork as part of the repairs and renovations to the Harvard Underpass.

Education & Outreach

- With funding from the National Endowment for the Arts and the Massachusetts Cultural Council, the Arts Council continued to facilitate the Public Art Youth Council (PAYC) program. PAYC consists of 10-15 high school students selected to represent the city's diverse geographic areas who serve as ambassadors for new and existing public art to their friends, family and related networks. Participants work under the guidance of the Arts Council's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. This initiative reverses the more common process where adults develop programming for teen audiences, allowing the students themselves paid opportunities to develop initiatives that promote the City's Public Art Collection and engage the community.
- Continued to organize and implement educational workshops and events related to the City's Public Art Collection, including a city-wide bicycle tour with docent, summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours in various regions of the city related to Cambridge Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after-school programs, and in various squares and open spaces in the city.

CAC Gallery

- Developed innovative programming for the CAC Gallery designed to engage audiences in the creation and presentation of public artwork. Featured exhibitions included *Breathe Cambridge*, a visual art and soundscape experience created by Cambridge teenagers at the Gately Youth Center who collaborated with professional artists, seniors and community members to collect diverse voices reading original poetry created from a poem template entitled "*I Breathe*"; *Lateral Canal Ahead*, an exhibition by Irish artist Rosalind Murray, described as a poetic detour of gallery works and live performances made on and around train and canal tracks in Cambridge, MA and Carlow, Ireland, making trade links to tie both places into a relationship for a time; *Move Me*, an installation and temporary public art project exploring physical and perceived boundaries and the process of migration; and *SPUN*, an exhibition of unique artist proposals for creative and functional bicycle racks proposed for locations along Main Street in Kendall Square.

Art Conservation & Maintenance

- Continued to refine and implement a formal Public Art Conservation & Maintenance Program as a means to provide consistent and professional care to the City's growing collection of contemporary public art. Following professional assessments of artwork in the City collection, maintenance recommendations were prioritized and carried out by the City's professional art conservation specialist along with trained conservation technicians, where necessary. Sculptures and murals in need of treatment were prioritized and treated under a long-range plan and in-depth records and materials information were developed and housed in the program archives.
- Notably, the program developed a pre-fabrication conservation review process, in which materials, techniques, predicted longevity and artists' wishes are all considered as a means to develop comprehensive maintenance plans that aid in efforts to ensure the health and longevity of artworks in the collection and reduce short and long-term maintenance costs.

Assessing

Robert P. Reardon, Director • City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property and maintain accurate ownership and property information.

Highlights and Accomplishments

- Continued full list and re-measure program for residential and commercial properties to maintain the most accurate information on condition of real estate in Cambridge.
- Assessed Values are produced with a state-of-the-art CAMA (computer assisted mass appraisal) system for residential and commercial properties. This system has provided taxpayers with better access to data by means of public research terminals and the capabilities for an enhanced web page. We have taken digital photographs of 99.9 percent of the residential parcels in Cambridge and linked them to the property record card. Taxpayers are able to obtain a document with descriptive information about their property along with a sketch and photograph.

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

The chart below compares FY10, FY11 and FY12 taxable value for Cambridge

	FY10 Value(000s)	FY11 Value(000s)	FY12 Value(000s)
Existing Commercial & Industrial	\$8,270,727	\$8,282,770	\$8,344,909
New Commercial & Industrial	195,585	93,105	132,933
TOTAL COMMERCIAL & INDUSTRIAL	\$8,466,312	\$8,378,875	\$8,477,841
Existing Residential Property	\$14,598,742	\$14,677,293	\$14,895,720
New Residential Property	295,571	146,291	122,415
TOTAL RESIDENTIAL PROPERTY	\$14,894,313	\$14,823,584	\$15,018,134
Existing Personal Property	\$686,243	\$756,412	\$755,778
New Personal Property	224,833	203,207	195,202
TOTAL PERSONAL PROPERTY	\$911,076	\$959,619	\$950,980
TOTAL TAXABLE PROPERTY	\$24,271,701	\$24,162,078	\$24,446,955

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- Successfully implemented requirements of Government Accounting Standards Board (GASB) Statement 54 for Fund Balance Reporting and Disclosure of Government Fund. The purpose of this change is to improve usefulness and understandability of government fund balance information. The classification is applied based on level of constraint placed upon use of resources.
- Completed actuarial services to evaluate liabilities of the City's workers compensation claims. The objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2011 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2011.

- Participated in Other Post Employment Benefits (OPEB) working committee to establish investment strategies of OPEB contributions and to monitor investment results. Assisted in publication of November 2011 Unfunded Actuarial Accrued Liability (UAAL) report.
- Promoted participation of vendors in electronic transfer payment option for PayMode program. This program will reduce payment and processing costs, provide a more efficient business process and support evolving demands of electronic commerce.
- Continued preparation of FY11 Comprehensive Annual Financial Report and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Met requirements of GASB Statement 40, disclosing deposit and investment risk.
- Coordinated requests for Accounts Payable and vendor inquiries.
- Completed Massachusetts Department of Revenue required reports.
- Provided training to departments in PeopleSoft accounting/bill paying functions.

Budget

David Kale, Director/Deputy Finance Director • City Hall • 617.349.4270

The Budget Office is primarily responsible for preparing 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. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council. Milestones in the budget process included:

- Creating the City Manager's operating and capital budget guidelines to departments;
- Overseeing quarterly updates by departments of the City's benchmark system;
- Reviewing proposed departmental expenditure and revenue budgets, narratives, goals and performance measures with the City Manager;
- Submitting the City Manager's Budget to the City Council for adoption;
- Implementing the adopted, annual operating and capital budgets for July 1 (beginning of the new fiscal year).

The Budget Department is also involved in preparing official statements, rating agency presentation documents and other related documents for bond sales, calculation of the property tax, water and sewer rates, Community Preservation Act (CPA) analyses, capital and grant reconciliations, arbitrage monitoring, maintaining computerized benchmark, online capital and budget development system, preparing approximately 200 appropriation and transfer recommendations and assisting in preparation of financial statements, which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and must be prepared in a timely and efficient manner.

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. Staff review revenues and expenditures monthly and maintain a status report of expenditure balances and revenues received year-to-date by all City departments.

Highlights and Accomplishments

- Monitored and balanced the FY12 Operating and Capital budgets totaling \$528,163,620.
- Prepared all documents for \$40,485,000 Bond Sale held on February 15, 2012. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 1.64%.
- Coordinated refinancing of three existing General Obligation Bonds due to favorable market opportunities. The expected savings over the remaining 12 years of these issues is \$1.187 million.
- Continued to coordinate development of formal investment, debt service and reserve policies, which were adopted by the City Council as part of the FY12 Budget process. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City of "Strong." An FMA of "Strong" indicates that practices are strong, well embedded and likely sustainable.
- Received, for the 27th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY12 Operating and Capital budgets.
- Collaborated with the Finance, Assessing and Revenue departments to publish and mail three newsletters which explain the City budget, property values and real estate taxes, and abatements and exemptions.

22-CityView

Calvin Lindsay, Jr., Director • 454 Broadway, Cambridge • 617.349.4296

22-CityView (formerly *City TV-8*) is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge.

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.

Highlights and Accomplishments

- Produced a series of studio-based programs that followed the progress of the Mayor's Red Ribbon Commission on Central Square.

- In conjunction with the traveling "Freedom Riders" exhibit that visited Cambridge, produced a documentary that focused on events of that particular Civil Rights action through the experiences of an actual Freedom Rider and the eyes of two students who were a part of a group that recreated the rides.
- Completed installation of fiber from the City Hall production studio to the Media Arts Studio, ensuring improved broadcast signals for live broadcasts and the ability to record City Council and other meetings for future rebroadcast.
- *22-CityView* continued working towards the ability to provide a streaming signal of its programming for web viewership.
- Implemented a "rebranding" campaign for the Municipal Cable channel's transition, on April 17, 2012, from Channel 8 (*CityTV-8*) to Channel 22 (*22-CityView*) on the broadcast lineup.

City Clerk

Donna Lopez, Interim City Clerk • City Hall • 617.349.4260

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses).

Additionally, the City Clerk's Office accepts and records particular business filings required by statute, such as business certificates. The Office also offers notary services to the public.

The other major responsibility of the City Clerk is to provide the records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public regarding City Council actions. The Office prepares and distributes the agenda for each City Council meeting, along with final actions of the City Council posted on the City's Website. The City Clerk and the Deputy City Clerk attend and record all meetings of the City Council and the City Council Committees. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a variety of inquiries from the public.

Highlights and Accomplishments

• Vital Statistics (2011 calendar year):

Cambridge residents - births in Cambridge	548
Non-residents - births in Cambridge	3,065
Cambridge residents - births outside Cambridge	727
Marriages recorded	1,129
Deaths recorded	979

- Managed the City Council Agenda, which consisted of 2,512 items for calendar year 2011, and published the permanent bound record of the 2009 City Council proceedings.
- Completed the upgrade of the vital records storage vault funded with Community Preservation Act (CPA) funds. The new vault meets a higher standard of archival preservation and has been expanded to add vital records archival storage space. The new vault room has better lighting, and is a safer and more efficient workspace.
- Participated in the City/Town Clerks Working Group with Registry of Vital Records officials and the City's Information Technology Department on the Vitals Information Processing (VIP) Project to develop a Web-based statewide birth record processing system. Birth records are now issued from the new Web-based statewide system.
- Anticipate participating with the Registry of Vital Statistics in the next phase to put deaths on the VIP System.
- Archival quality copies of City Ordinances and First Publications copied and bound.
- Provided staff support for 17 City Council committees.
- Began Phase II "Council" vault procedure. Entered the design service phase with the use of CPA funding for the "Council" Records Room in the basement.



City Clerk's Office staff.



The City Clerk's staff stays quite busy processing requests during late evening hours on Mondays.

City Council

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

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs related legislative tasks.

Policy-Making/Legislation. Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, members elect a Mayor and Vice Mayor. The Mayor serves as the Council's chief legislative officer. The Council organizes into active committees that help provide research and legislative analysis on policy issues before the Council.

Council Services. The City Council is served by two staff members who perform administrative duties, provide clerical support and manage the Council budget, including purchasing supplies and services.

Governmental Relations. The City Council attends conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff. The Council also works to secure federal, state and other aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from external sources.

Highlights and Accomplishments

- Coordinated the City Council 2012 Inaugural.
- Provided staff support for the MBTA Fare Proposal Hearing.
- Provided staff support for the CRLS Grand Opening.
- Provided staff support and training to the newly elected City Council and Mayor's staff with respect to policies and procedures.
- Coordinated professional development training sessions for the City Council and administrative staff.

- Provided staff support to the Mayor's Red Ribbon Commission on Central Square.
- Assisted in development of a policy for Street & Bench Dedications.

City Council Goals for FY12

- GOAL 1: **Foster Community** and support **Neighborhood Vitality**. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.
- GOAL 2: Evaluate City expenditures with a view of maintaining a **Strong Fiscal Position** and awareness of the **Impact on Taxpayers** while providing a high quality array of City services.
- GOAL 3: Strengthen and support **Human Services, Public Education and Out of School Learning** in Cambridge for the benefit of residents of all ages.
- GOAL 4: Value and support the racial, socioeconomic, cultural and religious **Diversity** of our city.
- GOAL 5: Promote a **Healthy Community and Environment** to advance Cambridge as a leader in public health and environmental sustainability.
- GOAL 6: Preserve and create **Affordable Housing** for low, moderate and middle-income families and other residents across the city.
- GOAL 7: Promote **Doing Business in Cambridge** and work to strengthen our mutually beneficial partnerships with businesses and universities.
- GOAL 8: Promote **Public Safety** and address the challenges and opportunities for multiple modes of **Transportation** to safely share roads and sidewalks.



City Council Office Staff Mary Horgan and Sandra Albano.



2012 Cambridge City Council. Front row: Mayor Henrietta Davis, Councillor Minka van-Beuzekom, Vice Mayor E. Denise Simmons. Middle row: Councillors Timothy J. Toomey, Jr., Marjorie C. Decker and Craig A. Kelley. Back row: Councillors David P. Maher, Leland Cheung and Kenneth E. Reeves.

City Manager

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

The City Manager, as the Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns. The City Manager's Office acts as overall project manager for the planning and implementation process on capital construction projects.

Highlights and Accomplishments

- Cambridge retained its AAA rating status from the three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.
- In FY12, the City appropriated a combined total of \$9.6 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$111.3 million, of which approximately \$40.45 million was in state matching funds.
- Creation and preservation of affordable housing remains a high priority for the City. In FY12, the Affordable Housing Trust, chaired by the City Manager, facilitated the creation or preservation of more than 730 affordable units under development. Significant accomplishments include preserving affordability of units subject to expiring use restrictions through non-profit purchase of the 50-unit Chapman Arms Apartments in Harvard Square and of the 32-unit Norstin Apartments in Central Square. Preservation of the 122-unit Cambridge Court Apartments for seniors in Riverside was also accomplished. In Central Square, moderate rehab was completed on 128 SRO units at the YMCA, while significant renovations were begun on 103 SRO units at the YWCA. Rehab was completed on 125 affordable units preserved in FY11 in Area IV and Inman Square, and construction was completed on 40 new affordable units in Cambridgeport and 19 new affordable units in Wellington/Harrington. Revitalization of 45 units at Jackson Gardens was completed, while redevelopment of 70 units continued at Lincoln Way. These developments were all financed with funds generated by the CPA, and will provide much-needed housing for Cambridge residents, with long-term affordability ensured by deed restrictions held by the City. The City also assisted 8 new homebuyers who purchased homes through the First-time Homebuyer Program in FY12, and offered workshops for first-time homebuyers and current homeowners which served more than 530 participants.
- Open Space funds provided through the CPA enabled the City to further preserve and enhance Fresh Pond Reservation lands, including Glacken Slope stabilization, stormwater improvements associated with the Golf Course and drainage improvements along Fresh Pond Parkway. CPA Open Space Reserve funds, combined with a state Drinking Water Supply Protection grant, enabled the City to purchase 53.6 acres of sensitive watershed land in Lincoln, which is now permanently protected from development by a con-

servation restriction. In conjunction with this purchase, the Lincoln Rural Land Foundation contributed funds and an additional 20 acres, resulting in nearly 74 acres of watershed land being protected.

- CPA historic preservation funds supported restoration of the original interior color scheme at City Hall (\$180,000); adaptive reuse of the former Police Headquarters at 5 Western Avenue (\$250,000); and scanning of plans and documents in the City Engineer's archive (\$20,000). A community-supported project to restore the roof of Magazine Beach Powder House and to research and write a Historic Structures Report received a CPA grant (\$25,000), which was matched 2:1 by the Massachusetts Department of Conservation and Recreation. Continuing restoration projects are under way at Cambridge Cemetery (\$30,000/FY12) and the Old Burying Ground in Harvard Square (\$30,000/FY12), and a large fund balance is available for eventual restoration of the Cambridge Common. The Historical Commission's CPA-funded Preservation Grant program helped six non-profit organizations and eight affordable housing projects restore their historically significant structures.
- Continued participation, in cooperation with chief executives from neighboring communities and Metro Mayors Coalition, in a planning process to determine areas for mutually coordinated efforts



Twenty-five affordable apartments in Harvard Square's Chapman Arms Apartments will remain affordable for at least 50 more years after the City, Harvard University and the nonprofit Homeowners Rehab Inc. collaborated on a creative plan to preserve their affordability through HRI's purchase of the 50-unit building.

such as emergency management planning and response, energy consumption and group health insurance.

- The City Manager's Office continued to present two major annual community events – Danehy Park Family Day in September 2011 and the 15th Annual City Dance Party in June 2012. Over 5,000 Cambridge residents enjoyed free amusement rides, food, arts and entertainment at Danehy Park, our award winning recycled open space facility. A record crowd estimated at about 7,000 people came to the Dance Party to celebrate summer and danced the night away on Mass. Ave. in front of City Hall.
- Worked closely with City departments on a series of events and programs to showcase the rich culture, diversity, history and public art in Cambridge. Major events included "A Taste of Cambridge," which was held in University Park in Central Square for the first time, and diverse ethnic and neighborhood festivals and celebrations throughout the city.
- Worked with City departments and Cambridge institutions to coordinate the Sixth Annual Cambridge Science Festival, a 10 day celebration of the sciences and their impact on life in Cambridge. This very popular event, produced by the MIT Museum, featured over 200 events including a circus-themed Science Carnival inside and outside of the Main Library and the CRLS Field House, and the fourth annual Curiosity Awards for Cambridge students, who expressed their wide-ranging interests in the impacts of science on their daily lives.
- Participated in biweekly meetings of the Cambridge Health Alliance's Strategic Planning Committee, toward creation of its Vision 2015 report.
- The City's sustainability initiatives target both municipal operations and the broader community. As a participant in the Commonwealth's Green Communities Program, Cambridge has committed to reducing municipal energy consumption by 20% over a five-year period. A successful pilot project paved the way to making the City's street lights more efficient, and the replacement of all street lights with LED lighting will begin next year, while new municipal construction and major renovations continue to meet LEED standards. As one of eight inaugural U.S. communities selected for the ICLEI Climate Resilient Communities Program, the City will be selecting a consultant to assess Cambridge's vulnerability to climate disruption, the first step toward preparing for the changes that lie ahead. In the community, the Cambridge Energy Alliance has done extensive outreach, both door-to-door and with events throughout the city, providing residents and small businesses with information about how they can save energy, especially by taking advantage of utility-funded energy efficiency programs. Using federal stimulus funds, CEA has launched a rebate program for property owners seeking to install solar hot water units. Using state funds, the City installed 10 electric vehicle recharging stations for public use.
- Coordinated responses to City Council and citizen inquiries regarding City services, events, resources and opportunities, through the Cambridge Request System (CRS).
- Coordinated and supported the E-Gov Executive Committee and Working Group as they develop a long-term strategic plan for the City's Information Technology infrastructure, which incorporates introduction of innovative technologies to enhance user experiences when interacting with City government. Online public survey responses were analyzed and an IT World Café was held to elicit public input for the process.

- Supported citywide advisory committees, including Fresh Pond Advisory Board, Healthy Parks Advisory Board and the Open Space Committee.

PUBLIC INFORMATION OFFICE

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

Highlights and Accomplishments

- Produced *The Cambridge Life* magazine and City resource guide.
- Produced two editions of the 8-pg. community newsletter, *CityView*, which was mailed to over 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY11 City of Cambridge Annual Report.
- Produced the PIO Update, a weekly e-mail newsletter to City employees.
- Responded to requests for City information and publications via the Website, E-mail and telephone.

MAJOR CAPITAL PROJECTS

Cambridge Rindge and Latin School Renovations

Comprehensive renovations, to upgrade building systems, windows, accessibility and the physical quality of the learning environment, were completed in time for the 2011-2012 school year. A range of sustainable design features addressing energy conservation and efficient building systems make the building eligible for LEED silver certification (or better).

Martin Luther King Elementary School Renovations:

A feasibility study is currently under way to ascertain the appropriate scope of renovations for this first school to be upgraded as part of the elementary schools rehabilitation plan. Following the feasibility study process, the architects will develop the design and specifications in preparation for a public bid process to select a contractor for the project. Construction is anticipated to begin in summer of 2013.

Sewer Separation and Stormwater Management Projects (\$23 million)

The City program to eliminate common manhole structures in areas draining to the Charles River or the Alewife Brook continued in 2011/2012. The design work associated with the removal of the remaining 42 common manholes is ongoing. The majority of the remaining manholes are in Cambridgeport. The construction project associated with this effort will begin in fall 2012.

The ongoing infrastructure program continued in Agassiz/Mid Cambridge area through 2011-2012, with completion of Prentiss Street work and start of Forest Street/Frost Street and Upper Oxford Street work. Sewer/Drainage and water work began on Myrtle, Magnolia, Lamont and Hovey streets. Both projects will continue through summer of 2012 with the Forest Street project being completed in fall 2012 and Myrtle/Magnolia Street project continuing until summer 2013.

Construction continues on the outfall project associated with sewer separation for the Concord and Huron Avenue areas. This project is in its second year and is expected to be completed in spring 2013.

The project involves construction of a stormwater wetland in Alewife Reservation and placement of a large stormwater conveyance pipeline between Wheeler Street and the Reservation. The conveyance line is being constructed across various pieces of private property. To date, the majority of the excavation and earth moving work has been completed in the stormwater wetland and approximately 60% of the pipe placement work is complete. The design effort associated with upstream projects in Huron Avenue neighborhoods began in December 2010 and the first of three associated projects will start construction in summer 2012. The design process associated with the second project began in spring 2012. All projects in the area will be completed by summer/fall 2016.

The design associated with the Western Avenue project is complete and construction will begin in summer/fall 2012 and will continue for two years. The project includes new drainage, sewer and water lines and will include complete street and sidewalk restoration.

Construction began on a new combined sewer relief system and stormwater outfall at the intersection of Land Boulevard and Binney Street in East Cambridge. The project will continue through 2012 and will be completed in the spring of 2013.

Roadway Reconstruction and Improvements (\$7 million)

Using State and local funds, numerous streets and sidewalks have been designed and constructed in the past year. The City uses its 5 year Street and Sidewalk plan to identify those streets in most need of reconstruction, based primarily on use and condition. The City uses the complete streets approach in identifying the type of reconstruction appropriate for a given street. In the past year, the following street reconstruction projects were completed:

All roadways and pedestrian ramps were reconstructed in Cambridge Highlands area in fall 2011, including South Normandy Avenue, Normandy Terrace, Griswold Street, Loomis Street and Sunset Road. The roadway project on Concord Avenue between Wheeler Street and Blanchard Road was also completed in fall 2011. This project included a new water main and catch basins, a raised bicycle lane, new sidewalks and roadway reconstruction. A section of Massachusetts Avenue between Brookline and Hancock Streets was reconstructed in fall 2011, with sidewalk reconstruction between Hancock and Inman Streets. Additional roadway and sidewalk ramp reconstruction occurred on a number of streets adjacent to Central Square, including Douglas Street, Essex Street between Massachusetts Avenue and Harvard Street, Norfolk Street between Massachusetts Avenue and Harvard Street and a section of Pleasant Street between Franklin Street and Massachusetts Avenue.

Chapter 90 funds were spent on the following roadway and sidewalk reconstruction projects in FY12: Upland Road between Raymond Street and Huron Avenue; Henry Street between Brookline and Pearl Streets; Lowell Street between Brattle and Mount Auburn Streets; Pemberton Street between Fairfield Street and Rindge Avenue; and Erie Street between Sidney and Magazine Streets.

The construction of the latest phase of the Harvard Square surface enhancement project was completed in spring 2012. This fourth phase of the program included street, sidewalk, drainage and lighting work on Linden, Plympton, Dunster and JFK Streets. The JFK Street work included full depth reconstruction between Ellery and Brattle Streets.

Design and bidding was completed and construction began on the following streets in spring 2012: Spring Street between Fulkerson and First Streets; Linnaean Street between Massachusetts Avenue and Raymond Street; Davis Street between Broadway and Harvard Street; and Moore Street between Broadway and Harvard Street. The majority of the work associated with these streets is anticipated to be completed by fall 2012.

Design has also been completed and contracts awarded for street

and sidewalk projects on the following streets in FY12: Broadway between Third and Ames Streets and Broadway between Prospect and Portland Streets. Construction of the section of Broadway in Kendall Square will be managed by MassDOT, with construction expected to begin this summer. The section immediately east of Prospect Street will be managed by the Department of Public Works and is expected to begin this summer and will take approximately one year to complete.

The design effort continues in Kendall Square where the community design process was wrapped up in spring 2012. It is expected that the final design of Main Street between Ames Street and Point Park, including the Third to Main Street cut through, will be completed in spring 2013, with construction to follow immediately thereafter.

Finally, the design effort associated with the remedial restoration of the Harvard Square Tunnel was completed in spring 2012. Through a cooperative agreement, Harvard University will undertake the top side surface restoration starting in June 2012 and the City will begin underside restoration in fall 2012. The surface restoration includes a large plaza space and will also restore the approach sidewalks on both the southeastern and southwestern sides of the tunnel, while the approach roadways will be reconstructed as part of the underside reconstruction. The work is expected to be completed by summer 2013.

Cambridgeport Parks (Alberico, Fulmore, David Nunes/Old Morse Parks):

Design work was completed in FY12, in conjunction with an extensive community process, in preparation for construction of three neighborhood parks in summer/fall 2012 and spring 2013.

Riverside Press Park Community Garden:

Construction is under way on modifications to existing park, to introduce accessible raised gardening plots. These plots will be installed by Public Works in early summer for 2012 garden season. The community gardens program is administered through the Cambridge Conservation Commission.

Danehy Park Renovations:

Replaced artificial turf on one of the Danehy Park soccer fields and resurfaced the running track.

Kendall Square/Eastern Cambridge Area Parks:

Initiated a planning process for Open Space in Kendall Square and adjacent neighborhoods.



Recipients of the 2012 Outstanding City Employee Awards were honored for their superior performance, positive attitude, hard work and dedication to public service at a special ceremony. (Photo by Bob Coe)

Community Development

Brian P. Murphy, Assistant City Manager for Community Development • 344 Broadway, Cambridge • 617.349.4600

The mission of the Community Development Department (CDD) is to enhance the character and vitality of the city's neighborhoods and support sustainable growth to attain a high quality of life and healthy environment. This is accomplished through planning and managing physical change, engaging in climate protection initiatives, and laying the groundwork for a diversified local economy that will produce new employment opportunities and support high value services for residents.

With four programmatic divisions, CDD applies an interdisciplinary approach and works toward these goals by:

- Preserving and creating affordable housing;
- Planning and implementing energy conservation and renewable energy projects to support the City's climate protection goals;
- Strengthening the vitality of commercial districts;
- Renovating and enhancing the City's parks, playgrounds and open spaces;
- Enhancing the character of the City's 13 neighborhoods through neighborhood-based planning;
- Planning transportation improvements designed to accommodate all mode choices; and
- Managing growth to support the City's long-term interests.

The Community Development Department performs its work through public processes in which many interests and viewpoints are represented, including those of appointed boards and committees, individual citizens and community groups, institutions and non-profit organizations, private developers, the business community and other government agencies. The department provides staff support to a number of standing committees, boards and commissions; cooperates closely with many subcommittees of the City Council; and works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees.

Highlights and Accomplishments

- Launched new department website to better inform and engage the public in CDD projects and programs. Established social media presence in conjunction with new site to broaden access options, encourage interactive dialogue and facilitate real-time information sharing.
- With Affordable Housing Trust funding, worked with local non-profit housing providers, private owners and the Cambridge Housing Authority to preserve 149 existing affordable rental units with expiring use restrictions at Chapman Arms, Norstin and Cambridge Court apartments, while moving forward with preservation and creation of more than 580 affordable rental and homeownership units under way during FY12. The long-term affordability of these units is ensured by deed restrictions held by the City. Through its substantial investment in affordable housing, the City has also facilitated the use of environmentally sustainable building practices that promise long-term operational savings.
- As part of the Kendall Square/Central Square Planning Study (K2C2), completed work with the study committee, community, businesses and property owners to refocus the vision for Kendall Square. Goals include nurturing Kendall's innovation culture, creating great public open places and connections to neighborhoods, promoting environmental sustainability, and leveraging the community benefits of a mixed use 24/7 live, work, play and learn environment. Initiated committee process for Central Square and the



Nonprofit purchase of Chapman Arms Apartments in Harvard Square ensured the preservation of affordable rental units for low and moderate-income residents.



The K2C2 study process incorporated extensive outreach to encourage broad community input. Public meetings, site walks, surveys and social media provided opportunities to share ideas and goals.

transition area between the two squares. Final study recommendations will address appropriate mix of uses, development potential, enhanced activation of the squares, urban design, long term sustainability, and transportation/infrastructure improvements.

- With state grant funding, installed 10 public electric vehicle recharging stations throughout the city, which collectively accommodate 18 vehicles. Began community process for Huron Avenue reconstruction and completed design for Cambridge Common area improvements, including enhanced pathways, tree plantings and lighting upgrade.
- Provided consultation and review services to guide the development of commercial projects totaling more than 967,174 square feet and residential projects totaling 1,198,394 square feet (986 units) in construction at fiscal year-end.

Community Development Page 2 of CDD

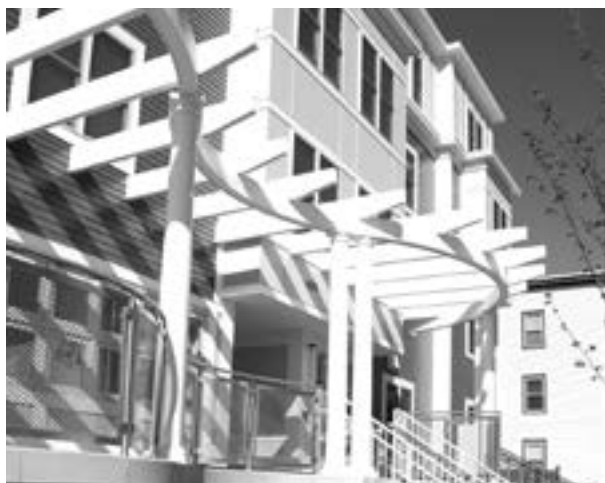
DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division develops policies and programs to create and preserve affordable housing in Cambridge. The Division works closely with the Affordable Housing Trust, which oversees the majority of City funds for affordable housing programs. In FY12, the Trust was supported with a \$7.68 million allocation under the Community Preservation Act (CPA). More than \$111 million in City funds have been committed since 1995 to create or preserve over 3,250 affordable housing units. These resources, combined with federal funds, are used to finance housing that is affordable to low, moderate, and middle-income households and leverage additional investment from public and private funding sources.

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

- Worked with the Affordable Housing Trust, non-profit and private owners, and the Cambridge Housing Authority (CHA), to assist more than 730 units under development with CPA funds in FY12. Significant accomplishments include preserving affordability through non-profit purchase of the 50-unit Chapman Arms in Harvard Square and the 32-unit Norstin Apartments in Central Square. Affordability was also preserved at the 122-unit Cambridge Court Apartments for seniors in the Riverside neighborhood. In Central Square, renovations were completed on 128 Single Room Occupancy (SRO) units at Central House (YMCA), while substantial rehabilitation work began on 103 SRO units at the YWCA. Rehab was completed on 125 affordable units preserved in FY11 in Area Four and Inman Square. Construction was completed on 40 new affordable rental units designed to LEED Platinum standards in Cambridgeport, and 19 new affordable units with a LEED Gold rating in Wellington/Harrington. Revitalization of 45



Construction was completed at Putnam Green in Cambridgeport, providing 40 new affordable rental units designed to LEED Platinum standards.

units at CHA's Jackson Gardens was completed, while redevelopment work continued on 70 units at Lincoln Way, scheduled for completion in FY13.

- Completed sale of 8 affordable homeownership units to first-time homebuyers as a result of the City's first-time homebuyer financial assistance program, the non-profit housing development program and the inclusionary housing program. Through these programs and with assistance from City staff, more than 200 families have become homeowners in the past 5 years.
- Worked with private developers to create 91 new affordable units through the City's inclusionary housing program. Inclusionary housing is located throughout the city and includes both rental and first-time homebuyer units.
- Educated 533 residents about homeownership at monthly workshops and provided one-on-one counseling to 147 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition, classes were offered on post-purchase homeowner education and understanding and repairing credit to prepare for homeownership.
- Participated in community events to provide information about the City's housing programs and services including: National Night Out, Daney Park Family Day, Mayfair, Fresh Pond Day and Hoops N Health. Conducted monthly sessions throughout the city to provide information about the application process for affordable rental and homeownership units available through CDD.
- Assisted 26 households through the City's home improvement loan programs, which help both to stabilize the housing of low and moderate-income residents and make improvements feasible.

Community Planning Division

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

- Completed community process for renovation of three Cambridgeport parks: Fulmore, David Nunes (Old Morse) and Alberico, and completed design consistent with Healthy Parks and Playground recommendations. Worked with new Healthy Parks and Playground Advisory Committee to broaden public engagement in open space issues.
- Supported the Silver Ribbon Commission on Aging, which focused primarily on housing options for seniors. To address the changing priorities of residents as they age, various housing models and financial considerations were examined in open discussions, including independent housing, multi-unit housing with and without supportive services, and existing housing options provided through City-supported and Cambridge Housing Authority programs. The Commission's recommendations will inform future initiatives to ensure that Cambridge remains a place for people of all ages to thrive.
- Initiated zoning proposal resulting from North Massachusetts Avenue Corridor Study, addressing urban design, streetscape and



The Riverfront Mobile Food Program brought freshly prepared food to Sunday Riverbend Park visitors.

retail mix from Beech Street to the Arlington Line. Completed work with Agassiz and Neighborhood Nine residents on conceptual infrastructure plan for Massachusetts Avenue between Porter and Harvard squares, considering improvements to street plantings, sidewalks and access, street furniture, and bicycle/pedestrian safety. Completed public process and made final recommendations for Mid-Cambridge, Cambridge Highlands and Riverside neighborhood studies.

- As part of ongoing implementation of Charles River planning study recommendations, which focused on access to and experience of the waterfront, established Riverfront Mobile Food program for Riverbend Park Sundays. Initiatives to activate the riverfront and improve neighborhood connections to the river are being incorporated into many City efforts.
- Worked with the Planning Board and developers on application of sustainable design and development zoning, conducting review of projects subject to new requirements. Since FY10, the Planning Board permitted 11 projects designed to meet LEED criteria, bringing enhanced energy efficiency and other environmental benefits to Cambridge.
- Conducted design review of development projects citywide, including residential and office buildings at Cambridge Research Park, Education First (EF) campus expansion near North Point Park, Novartis World Research Headquarters expansion on Massachusetts Avenue, the Residences at Alewife, and residential redevelopment of the former North Cambridge Catholic High School. Consistent with emerging K2C2 study recommendations, completed work with Novartis on rezoning refinements for its research headquarters and worked with Forest City Enterprises and MIT to enhance opportunities for nurturing the local innovation economy and creating housing.
- Analyzed and presented 2010 U. S. Census data to City departments and the public, with an eye toward monitoring demographic changes and providing responsive City programs and services.

Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the

Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts, attracting and retaining businesses, and promoting a dynamic business climate.

- Presented three Best Retail Practices workshops to a total of 32 businesses, one for first time participants and two on specialized topics: restaurant management and retail marketing. Provided individual consultations to retailers interested in interior design upgrades or merchandising, marketing and operational improvements; awarded 10 matching grants to assist with implementation of suggested improvements to businesses citywide, including Clover Food Lab, Threla and East by Northeast along Cambridge Street; Boomerangs in Central Square; and Zinneken's and Bob Slate Stationery in Harvard Square. Provided technical assistance to support outreach efforts of the Central Square and East Cambridge business associations, and conducted customer intercept survey in Kendall Square area to strengthen commercial vitality.
- Provided administrative and organizational support to the Red Ribbon Commission in its efforts to enhance Central Square, assisting the Infrastructure and Safety, Identity, Communication and Land Owners subcommittees to develop recommendations. Provided technical assistance to residents and businesses for citywide initiatives to increase outdoor entertainment and enliven commercial areas and public open spaces.
- Provided assistance to over 160 existing and potential Cambridge entrepreneurs through small business educational workshops including "Steps to Starting Your Own Business," "Facebook and Twitter for Business," "Introduction to QuickBooks," and "Choosing Your Legal Entity." Offered 12, two-hour financial literacy workshops for Cambridge residents on topics such as budget and credit management, savings and banking basics.
- Through the Façade Improvement Program, provided matching grants for 12 commercial storefronts and provided architectural design services to 12 businesses. At its 2012 Preservation Recognition Program, the Cambridge Historical Commission awarded certificates of merit to the façades at Cambridge Community Television and Veggie Galaxy in Central Square, 364 Broadway (home to dwelltime) and Atwood's Tavern on Cambridge Street.



The façade improvements at CCTV's new facility in Central Square received a certificate of merit at this year's Cambridge Historical Commission Preservation Awards.



To encourage the use of electric vehicles, Cambridge joined a national network to install charging stations at publicly accessible locations citywide, including the Cambridge Center West Garage in Kendall Square.



In response to increased cycling in Cambridge and to make the city more accessible for cyclists, seasonal bicycle parking stalls were placed at on-street locations where demand for bike parking exceeds the supply.

- Completed first round of training and employment services for 16 low-income Cambridge residents in the Green Jobs Program, targeting jobs in weatherization and building energy efficiency and maintenance fields. Supported Just A Start's Biomedical Careers program to enable 9 Cambridge residents to train for jobs in the local biomedical sector.
- Worked to market the city to potential new companies and build relationships with existing Cambridge firms, with emphasis on enhancing the life sciences and technology sectors. As part of the planning committee, worked to raise Cambridge's visibility during the world's largest annual biotechnology trade event, the 2012 BIO International Convention, held in June in Boston. In conjunction with BIO, hosted visiting and local CEOs to showcase the impact and advantages generated by the Cambridge innovation cluster.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division engages in energy conservation and renewable energy projects and activities to reduce greenhouse gas emissions in Cambridge and carry out the City's Climate Protection Plan. The division also plans transportation infrastructure projects with emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; and reviews development proposals to ensure that Cambridge neighborhoods are protected and appropriate mitigation measures are implemented.

- Through the Cambridge Energy Alliance, now part of CDD, carried out extensive community outreach with door-to-door canvassing, informational tabling and special events to encourage residents and small businesses to sign up for energy audits and carry out recommended energy efficiency actions. Implemented air conditioner turn-in program for residents, resulting in 543 air conditioners being replaced with energy efficient models, and launched solar hot water rebate initiative for property owners.
- Worked with Climate Protection Action Committee (CPAC) to create a blueprint for future municipal climate action. Began process for assessment of Cambridge's vulnerability to climate change. Worked with state officials on pilot building energy use labeling system for commercial buildings and partnered with academic researchers to model solar potential for Cambridge buildings and to measure the city's tree canopy and analyze opportunities to increase it.

Developed sustainability standards for Kendall Square, including requirements that new projects meet LEED standards and carry out energy performance measurement and reporting.

- With federal and state funding, launched Hubway, the regional bike share program, working with property owners to locate 24 bike rental stations. Installed 350 bicycle parking posts and rings city-wide, providing parking for 700 bikes.
- Managed the Parking and Transportation Demand Management Ordinance (PTDM), which requires developers to create, implement and monitor the effectiveness of a plan to reduce motor vehicle traffic to their sites. Approximately 7.8 million square feet of development and 16,700 parking spaces are being monitored through PTDM, covering approximately 27,000 employees and 8,500 students. The program has achieved a reported average drive-alone rate that is below the rate reported for all workers in the city and well below the state and national rates. Continued outreach through voluntary program for employers not covered by PTDM to promote sustainable transportation.
- Worked with community on design of traffic calming measures for Locke, Shea, Meacham, Scott and Irving streets and provided design oversight for traffic calming construction on Lowell, Fairfield, Linnaean and Spring streets. Reconstruction work began on Western Avenue to improve bicycle and pedestrian facilities, enhance lighting, and add trees, benches, and stormwater management measures.
- Worked with state and regional officials on redesigning the Longfellow, Anderson, River Street and Western Avenue bridges for multi-year reconstruction process that will include bike, pedestrian and traffic safety enhancements. Represented Cambridge in regional transportation planning efforts such as the Green Line Extension, the Cambridge/Somerville Multiuse Path and the New Charles River Basin.
- Reached more than 1,500 East Cambridge households with customized travel information in the third and final year of the grant-funded CitySmart program to encourage residents to switch some of their trips from driving to walking, biking or transit. Created new collateral materials to incorporate CitySmart permanently into transportation outreach program. Cambridge was again named Best Walking City in America by *Prevention* magazine.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Conservation Commission Director Jennifer Wright standing with award recipient Roger Frymire at the 2011 Fresh Pond Stewardship Awards Ceremony.

The Conservation Commission's purpose is to protect and enhance the city's wetland resource areas through regulatory review, planning, environmental monitoring and education. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting and inspecting projects in or adjacent to Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in implementing the Massachusetts Stormwater Management Policy and Standards.

The Commission assists with the interdepartmental review of Environmental Impact Reports and state and federal environmental documents and permit applications for projects that may impact Cambridge or its water supply. The Commission also provides technical assistance to City departments on natural resources and environmental planning issues and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms and are served by one permanent staff person – the Commission Director.

In addition to administering the Conservation Commission, the Director serves on the Fresh Pond Advisory Board, the Open Space Committee, the ABC Stormwater Flooding Board, the Food and Fitness Policy Council and coordinates Community Preservation Act (CPA) Open Space Funds.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Participated in the stormwater design, construction mitigation and permitting of the Commonwealth's Accelerated Bridge Program.
- Served on the Fresh Pond Master Plan Advisory Board which works to develop comprehensive plans for the long-term management of water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.
- Coordinated and participated in the Fresh Pond Shared Use Public Engagement Process and submitted final recommendations.
- Coordinated and participated in the seventh annual Fresh Pond Stewardship Awards.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook.
- Represented the City of Cambridge on the ABC Stormwater Flooding Board, a committee that discusses ways to prevent flooding issues in the Alewife Brook Sub-Watershed.
- Administered the Cambridge Community Gardens program – establishing new gardens, upgrading existing gardens and distributing public information.
- Coordinated the third annual Urban Agricultural Fair.
- Organized and participated in an urban gardening seminar at the Main Library.
- Coordinated appropriation and distribution of CPA Open Space Funds that were used for several projects associated with the priorities of the Fresh Pond Master Plan and that addressed issues of erosion and sedimentation at the golf course.



Information table at the Third Urban Ag Fair.

Consumers' Council

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

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.

Highlights and Accomplishments

- Partnered with the License Commission to work with the taxicab industry to create better price disclosure in Cambridge's taxi fleet. This includes the creation of a clear, concise rate sticker posted in each taxi; ensuring taxicabs disclose accepted payment methods

and properly post minimums; and educating taxi drivers about consumer protection laws.

- Introduced a new consumer education initiative entitled WirelessED, which is designed to help consumers learn about mobile voice and data services and manage their use of such services in a cost-effective way. The program also features one-on-one technical support in setting up voicemail, programming address books and assistance performing other phone functions.
- Continued to partner with Federal Trade Commission, Office of Consumer Affairs and Business Regulation and the U.S. Postal Inspector's Office to provide free public document shredding for residents in order to promote awareness about identity theft.

Election Commission

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

The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers and ballot question petitions, its role was expanded in 1987 to include management of municipal campaign finance reporting, and again in 1991, to administer and enforce the City's Ethics Ordinance.

Highlights and Accomplishments

- Conducted the November 8, 2011 Municipal Election, December 13, 2011 Special State Primary, January 10, 2012 Special State Election and the March 6, 2012 Presidential Primary in a professional, efficient and fair manner. Improved voter environment at individual polling places, particularly with regard to lighting, signage and accessibility.
- Displayed pre-election signage at all polling places, major squares and other public locations reminding voters of election dates and registration deadlines; provided election information on the City's Website, 22-CityView, CCTV, CityView newsletter and other local news sources; utilized the Election Commission Website to provide information on election dates, polling locations, candidates, ballot questions and results.
- Conducted the re-precincting as required by state law in a timely and effective manner. Worked with Information Technology Department (ITD) and the Office of the Secretary of the Commonwealth for assistance in redrawing precinct boundaries and producing maps. Utilized GIS mapping technology and the 2010 Federal Census Data. Distributed written materials and public information through media and Website.
- Processed 2,733 voter registrations. Conducted voter registration events, including registration tables at MayFair, Fresh Pond

Day, Hoops 'N' Health event, City Dance Party, National Night Out, Annual Pride Day, Danehy Park Family Day, Oktoberfest, Cambridge Rindge & Latin High School, local universities (Harvard, Lesley, MIT) and several Cambridge locations.

- Held biannual university voter registration sessions and attended the CRLS Assembly for seniors during which the Cambridge Board of Election Commissioners spoke about the importance of voter registration and the electoral process. Approximately 56 seniors registered to vote.
- Conducted 2012 Annual City Census by mailing census forms to over 45,000 households, including residents of multi-unit dwellings. Produced the 2012 Street Listing Book.



Election Night 2012 Presidential Primary.

Electrical

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

The Electrical Department oversees street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings and parks. 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.

Highlights and Accomplishments

- Installed new LED street lighting on Rindge Ave. from Sherman St. to Alewife Brook Parkway for a pilot study to review how well the streetlights perform as related to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perception of abutters.
- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about malfunctions; continued re-lamping program, completing work in neighborhoods of Area 4 and Wellington-Harrington.
- Extended City Fiber Network to improve operability of the city-wide public safety radio system and reduce the use of telephone lines from other sources.
- Installed holiday lighting on street trees and temporary trees; assisted with installation of lighted banners in Harvard and Central Squares and assisted with improvements to holiday lighting in Harvard and Kendall Squares and on Mass. Ave. from Harvard Square to Porter Square.
- Working on design for lighting in the Kendall area on Broadway from Third St. to Ames St., and along Main St. from Third St. to Ames St.
- Assisted with the installation of vehicle charging stations at the Public Works Building, the municipal parking lot on Bishop Allen Dr. and the First St. parking garage, and with pay and display stations in the municipal parking lots, lot 4 and 5 on Bishop Allen Dr.

Emergency Communications

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

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC) 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 answered over 180,000 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.

911 Dispatchers performed thousands of computer transactions on the state Criminal Justice Information System and other computer systems in support of police officers seeking license, warrant, arrest history and other information. They also assisted in tests of fire box alarms and circuits; made special notifications of supporting City, state and federal agencies; and handled over 2,500 towed vehicle reports.

Highlights and Accomplishments

- Projected to dispatch to over 117,000 police, fire and EMS incidents in the city.
- Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by leading or coordinating projects to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police, EMS and fire operations during disasters.
- Managed the Cambridge-side field dispatch operations for Fourth of July and Head-of-the-Charles events.
- Completed planning, training and startup of Teleserve, a program in which ECC dispatchers take minor (lost property, minor larceny, identity theft) police reports over the phone. Teleserve offers added convenience to callers who elect to have their reports taken over the phone and frees up valuable patrol units for more important roles and assignments.
- Received grants totaling over \$373,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 700 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and contributed to the management and use of the CodeRed Emergency Notification system.
- Worked with the State 911 Department, Boston and an MIT professor on a pilot project to have 911 cell calls routed directly to Boston (and Cambridge in the future). Assisted the State 911 Department in developing Grant guidance standards and policies and in procuring new 911 equipment statewide.
- Increased mentorship among staff, promoted cross training, engaged in positive public outreach and improved employee recognition.

Finance

Louis DePasquale, Assistant City Manager for Fiscal Affairs • City Hall • 617.349.4220

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Assessing, Budget, Information Technology (IT), Personnel, Purchasing, Treasury and Revenue functions. The Assessing, Budget, IT, Personnel and Purchasing departments are located alphabetically in this annual report and include separate overviews and highlights.

Administration

The Administration Division provides leadership to the operating divisions of the department, as well as financial policy direction to other City departments. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles and Government Accounting Standards Board (GASB) requirements, and it assures potential purchasers of the City's notes and bonds of the City's fiscal soundness. The independent auditor also makes recommendations to improve the City's financial management.

Revenue Collection/Treasury

Michele Kincaid, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$416 million in receipts and issues approximately 185,000 bills and notices. Our goal for the current year continues to be to raise customer awareness of the City's schedule for mailing tax bills, property values, taxes, abatements and exemptions through distribution of three newsletters, notices on the City's Website and 22-CityView.

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

Payroll is primarily responsible for the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,900 IRS Form W-2s and 600 IRS Form 1099s.

Highlights and Accomplishments

- Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three newsletters on the City budget, property values and real estate taxes, and abatements and exemptions to businesses and residents.
- Approximately 63.9% of residential taxpayers saw a reduction, no increase or an increase of less than \$100 in their FY12 property tax bill.
- Responsible for preparation of water and sewer rate analysis and

projections, and for preparing the City Manager's recommendation to the City Council, which resulted in a 0% increase in the water/sewer rates for FY12.

- Coordinated refinancing of three existing General Obligation Bonds, issued between January 2004 and February 2006 for 20 year terms at rates ranging from 2.5% to 4.25%, to a lower interest rate, due to favorable market opportunities, resulting in an expected savings of \$1.187 million over the remaining 12 years of these issues.
- Collaborated with Purchasing Department on advertising the Banking Services Bid in February 2012. Received six competitive bids and awarded contract to lowest bidder in March 2012.
- Collaborated with Traffic Department to obtain a new vendor for traffic meter coin processing. Both departments coordinated a significant review of controls and procedures in place at the MBTA Charlestown coin processing operation. Coin processing started at the MBTA in March 2012.
- The Other Post Employment Benefits (OPEB) Steering Committee recommended that the City Manager accept Chapter 279 of Acts of 2008 which provides for the establishment of the OPEB Liability Trust Fund.
- Continuing to collaborate with IT and Auditing departments to create standards for online credit card payments and to develop a review process for expanding City programs accepting credit card payments. Implemented online credit card and ACH payments for Real Estate and Personnel Property tax payments.
- Issued \$40.5 million in General Obligation Bonds to finance such capital projects as the Sewer Reconstruction Projects, Old Police Station Renovation Project, Roadway Improvements in Kendall Square and Improvements to the Harvard Square Tunnel, Building and Open Space Improvements, Elementary School Renovations and Street and Sidewalk Reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 1.64%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 24th consecutive year.



Recipients and City officials at the 2012 City Scholarship Awards Ceremony. Fifty scholarships were awarded this year.

Fire

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



Cambridge Firefighters responded to a fire at the former Marino's Restaurant on Massachusetts Avenue. (Photo by Capt. Dave Wallis)

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide defense against terrorist attacks.

Staffed by 276 sworn members and 9 civilian members, the department consists of 2 Line Divisions and 5 Staff Divisions. Line companies, including Engines, Ladders, Squads, the Rescue and Division Chiefs, operate from 8 fire houses. Several Staff Divisions provide important support. These include Fire Prevention Division, Training Division, Technical Services Division, Emergency Preparedness and Coordination, and Administrative Services.

Highlights and Accomplishments

- There were 12,733 incidents that generated 30,289 emergency responses. There were 97 building fires, 831 inside fires, 951 fires of all categories, 219 hazardous materials incidents and 5,846 emergency medical incidents. Major fires included 1 Third-Alarm Fire, 2 Second-Alarm Fires and 6 Working Fires. There were also 61 carbon monoxide contamination incidents.
- Battled and controlled several major fires. Notable fires included a fire on April 21, 2012 at 83 Trowbridge St. The large, three-story building had significant fire showing on the front when firefighters arrived and residents were evacuated. A Second Alarm was transmitted for a fire in a two-and-a-half story occupied multiple dwelling on Montgomery Street in North Cambridge on August 28, 2011. This fire occurred as remnants of Tropical Storm Irene were passing through the area.
- Began process of hiring six new firefighters. Requisition was made to the Human Resources Department of the Commonwealth of Massachusetts for a list of names of eligible candidates. A lengthy screening and background investigation process is ending and candidates should be hired shortly. Following training at Massachusetts Firefighting Academy and certification to the level of Firefighter I/II, they will be assigned to fire suppression companies.
- The Insurance Services Office, through its Public Protection Program, has continued to give the Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of more than 37,000 fire departments in the U.S., only 57 are currently classified as Class 1. Cambridge is the only department in Massachusetts to be rated Class 1.
- Placed in service a 2012 Ford E-350 Super Duty Van to replace apparatus of Squad No. 4 in Porter Square. Squad 4 is a tactical paramedic unit, providing advanced emergency medical care, fire suppression, technical rescue, hazardous materials protection and homeland defense for the community. The former Squad 4 apparatus has been designated as TS-2 unit, assigned to the Technical Services Division.
- Specifications were drawn up for purchase of a new 105 foot Aerial Ladder Truck and a 1250 GPM pumper. The specifications will be sent out for bid and the apparatus will be built with delivery expected in 2013.
- Ongoing maintenance and repairs by the Public Construction crew have continued at all firehouses. This has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment and generate energy savings. Five of eight fire houses were built to house horse-drawn apparatus.
- Plans have been drawn up to replace existing stairs to the second floor and the second floor bathroom at Inman Square Firehouse.
- Participated in multi-agency mass decontamination drills with Cambridge Health Alliance and Mount Auburn Hospital.
- Continued Fire Company Technical Rescue training, which included Trench Rescue, Rope Rescue and Structural Collapse Rescue at sites throughout the metro Cambridge/Boston area.
- All suppression members participated in live-fire training at the Boston Fire Department Training Facility at Moon Island. This enabled all members to engage in real-time live fire exercises.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- Construction began on a new 30 foot Viking Marine Unit Fire Rescue Boat. It is hoped it will be in service for annual Fourth of July festivities on the Charles River.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. This operation continued for several days and saved the City the expense of hiring commercial divers.
- In December 2010, the City went out to bid to upgrade its existing Motorola Smartnet Trunked Radio System. In 2011, the City worked with the vendors on the design and engineering for the new system. In Fall/Winter 2011, the system was shipped to Cambridge. During the engineering and manufacturing, Tech Services worked on securing new locations for the radio sites. Both sites had substantial construction done to accommodate the new equipment that included new electrical service, R56 grounding, antennas and cabling. The new system will be a digital P25 two-site system. Our system will be connected to the existing

Commonwealth of Massachusetts system, along with Boston and Massport, thus allowing easier interoperability.

FIRE DIVISION OVERVIEWS

Fire Suppression

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

Suppression members perform fire prevention and safety field inspections, and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are performed by suppression units.



Cambridge Firefighters attack a three alarm blaze in a building on Trowbridge Street, April 2012. Photo by Ed Morrissey.



Cambridge Firefighters participate in a forcible entry drill using a training prop at the East Cambridge Fire Station

During winter weather, fire companies clear snow and ice from hydrants in their respective neighborhoods.

Fire Prevention Division

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

The Fire Prevention Division is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and enforcement of Fire Prevention Laws, Regulations and Building Codes. Major functions include review of engineered building plans for life safety systems and inspection and testing of any installation, alteration, modification or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include issuing of applicable permits and licenses, the fire-protection compliance inspections of nightclub and assembly occupancies and state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters.

Training Division

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

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

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

EPAC (Emergency Preparedness and Coordination)

Emergency Preparedness and Coordination (EPAC) incorporates the duties of the Local Emergency Planning Committee (LEPC) Coordinator as well as broadened responsibilities with regard to emergency planning throughout the city. The Cambridge LEPC is fully MEMA certified. In 2010, the **Cambridge Emergency Management Agency** became a unit of EPAC and CEMA's responsibilities have been absorbed by the EPAC office. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:

- Coordinates inter-agency planning and response to hazardous material/terrorism incidents.
- Responsible for coordinating and updating the eCEMP (Electronic Comprehensive Emergency Management Plan) for the City of Cambridge.
- Provides assistance for residents and businesses affected by fires, floods and other emergencies which may occur in the city.

- Conducts periodic compliance inspections of laboratory/research facilities.
- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health officials on emergency planning and response coordination.
- Serves as the Public Relations/Public Information Officer of the Cambridge Fire Department.
- Oversees the Student Awareness of Fire Education program.

Technical Services

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

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

GLBT Commission

John Gintell/Aren Stone, Co-Chairs • City Hall • GLBT@cambridgema.gov

The Gay, Lesbian, Bisexual and Transgender (GLBT) Commission was formed after a GLBT Town Meeting in 2004 and began meeting in 2005. It was enacted 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.

Highlights and Accomplishments

- Distributed information at community events, including Daneyh Park Family Day, Boston LGBT Film Festival, MayFair and Youth Pride in Boston.
- Collaborated with the Mayor's Office on the City's 22nd Annual Gay Pride Brunch in June. Presented the second annual Bayard Rustin Service Award to Priscilla Lee; Recognition Awards to State Representative Alice Wolf and the Mass Transgender Political

Coalition; and the Rose Lipkin Award to CRLS student Rajani Flanders.

- Contributed to the formation of a policy on gender neutral bathrooms in City facilities and other places that serve the public.
- Initiated and enacted a Seniors Project, in collaboration with the Mayor's Office, to assess the policies and practices and recommend actions with respect to GLBT Seniors in Housing and Medical Care facilities. Worked with the Council Aging to obtain training for City employees on issues relating to GLBT seniors and to create some events supporting seniors in Cambridge. Held screening and panel discussion of the film "Gen Silent" to increase awareness – over 200 people attended.
- Initiated a Youth Project to assess policies and practices and recommend actions in regard to GLBT young people in after-school organizations and activities.
- Continued to work with Cambridge Police Department. All members have received training on working with GLBT population; planning to train Fire Department personnel.

Historical Commission

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

The Cambridge Historical Commission (CHC), the City's historic preservation agency, 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, each overseen by a volunteer board. In addition, there are 33 landmarks and 40 properties with preservation restrictions. Demolition applications for all buildings over 50 years old are reviewed, and demolition of preferably preserved significant buildings may be delayed for a limited time to seek preservation alternatives. In FY12, the CHC reviewed over 450 applications for work at designated properties and 40 applications to demolish buildings over 50 years old.

Staff provides homeowners, developers, and local institutions with technical advice on preservation issues, sustainable building practices, and historic exterior paint colors. The Commission's Preservation Awards honor outstanding historic preservation projects. Since FY02, the CHC has contributed to neighborhood revitalization through the administration of preservation grants funded by the Community Preservation Act (CPA). In FY12, grants to low- and moderate-income owners and affordable housing agencies helped preserve the historic character of eight residences; six non-profit organizations were assisted in the restoration of their significant structures. Grants also support the restoration of City-owned properties and landscapes. The CHC continued to oversee the preservation of historic public sites, the maintenance of City monuments and statues, and the installation of historic markers.

The CHC's public archive on the social and architectural history of Cambridge continues to grow. Over 400 researchers visited the repository in FY12; greater online accessibility to collection finding aids led to increased telephone and email inquiries. In FY12, staff presented 32 programs to over 2,000 children and adults.

Highlights and Accomplishments

- Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including: 151 Brattle



In 1886, the surviving members of Civil War Company C Third Regiment, Mass. Volunteer Militia, posed for a photo in front of City Hall (then at the corner of Mass. Ave. and Pleasant St.). The company was mustered by James Richardson in 1861. Of the original 97 men, 85 survived the war. (Photo from City of Cambridge Annual Report, 1940, Cambridge Historical Commission.)



The original interior color scheme of City Hall was recreated in 2011. Restoration of these 1880s colors enhances the architecture and highlights the beauty of the brick and oak trim. First Floor of Cambridge City Hall. (Frederick H. Rindge Collection photo, Cambridge Historical Commission.)

and 24 Berkeley streets (Old Cambridge Historic District); 38-40 Arlington Street (Avon Hill Neighborhood Conservation District); 14 Dana Street (Mid Cambridge NCD); 152-154 Mount Auburn Street (Half Crown/Marsh NCD); 2-10 Brattle Circle (under the demolition ordinance); and the former Ellis School at 40 Norris Street (Cambridge Landmark). Conducted 42 historic paint color consultations, including restoration of the original interior paint scheme at City Hall and of the exterior colors of 101 Brattle Street.

- Supported historic preservation projects with CPA funds, including: exterior restoration of eight affordable housing projects (approx. \$256,115); work on City-owned historic structures and landscapes, including restoration of the original interior paint colors at City Hall (\$180,000); adaptive reuse of the former Police Department HQ (\$250,000); and scanning of plans and documents in the City Engineer's archive (\$20,000). A community-supported project to restore the roof of the Magazine Beach Powder House and to research and write a Historic Structure Report received a CPA grant (\$25,000), which has been matched 2:1 by the Massachusetts Department of Conservation and Recreation.
- Completed Landmark designation of Ellis School at 40 Norris Street and initiated four new studies: the Kendall Square Group, 238, 264-290 & 292 Main Street, a collection of early 20th century buildings; Arthur Astor Carey House at 28 Fayerweather Street (1882), an early, influential example of Colonial Revival style; Garrett Birkhoff House at 45 Fayerweather Street (1940), designed by Walter Bogner, an architect and Harvard professor who contributed substantially to the emergence of modern architecture; and St. Francis of Assisi Church at 315 Cambridge Street, built in 1868 and remodeled in 1938.
- Completed 110 interviews for the Area 4 oral history project; participants included lifelong and longtime residents from the neighborhood's primary ethnic groups, community activists, and directors of local social service organizations, and embraced individuals aged 14 to 96. A Public History intern from Northeastern University assisted with the project.

Historical Commission

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- Began a comprehensive redesign of the CHC Website to the City's new Web platform. Continued to add new finding aids for archival collections and update the Website with staff reports of preservation activity.
- Employed two part-time archivists who processed, catalogued, and wrote a finding aid (now online) for a Cambridge ephemera collection that includes manufacturing catalogues, company billheads, and rare photographs. An archives intern from Simmons College processed the papers of a longtime Cambridge activist; a volunteer archivist began processing a large collection of plans, drawings, and blueprints from the late Cambridge architect William Galvin.
- Participated in citywide programs. For Cambridgeport History Day in October, the staff assisted property owners with house research for "If this house could talk" and conducted two neighborhood walking tours. The July Open Archives program (*Cambridge in the 1860s*), offered in conjunction with the Cambridge Historical Society, Longfellow House-Washington's HQ National Historic Site, and Mount Auburn Cemetery, gave 30 visitors behind-the-scenes tours of each archive and introduced them to special collections.
- Installed a historic marker in Central Square commemorating Company C, the first volunteer unit mustered for the Civil War in Cambridge (and the state), and collaborated with Cambridge Historical Society to publish an illustrated booklet on the unit.
- Organized the 11th annual Cambridge Discovery Days, free walking tours and events on two August Saturdays. Many events commemorated the 150th anniversary of the start of the Civil War, including themed tours of Mount Auburn Cemetery, Longfellow house, and Fresh Pond, and an exhibit on Company C. Walking tours explored Cambridge as a center of candy making; houses designed by Lois Lilley Howe, America's first female architect; and architecture and development in East Cambridge. A dramatic presentation honored Mary Dyer, a colonial Quaker and follower of Anne Hutchinson.

Human Rights Commission

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

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors to the city. In operational terms, this means the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and education. Additionally, the Commission educates the public, including school-age children, about their rights and responsibilities under the law. The Commission also reaches out to and collaborates with other City agencies and organizations on issues relating to civil rights.

- Organized the City's annual Fair Housing Month Celebration. Cambridge students in grades six through eight participated in an annual poster and essay contest which culminated in an awards ceremony. Cambridge Trust Co., Cambridge Savings Bank, East Cambridge Savings Bank and several local businesses donated prizes and awards for the students. The ceremony's keynote address was given by Timothy Robison, Acting Region 1 Director of the Office of Fair Housing and Equal Opportunity of the U.S. Department of Housing and Urban Development.

Highlights and Accomplishments

- Investigated 25 claims of discrimination in Cambridge.
- Delivered presentations on discrimination issues to English language learners at the Community Learning Center.
- Continued outreach efforts that include a user-friendly Website and brochures available in multiple languages.
- Continued implementing mediation as a component of the Commission's enforcement mission.
- Produced an annual newsletter consisting of news of the Commission and updates on anti-discrimination efforts, which is widely distributed to community organizations, City employees and other persons interested in civil rights issues.



2012 Fair Housing Awards Ceremony.

Human Services

Ellen Semonoff, Assistant City Manager for Human Services • 51 Inman St, Cambridge • 617.349.6200

The Department of Human Service Programs (DHSP) provides a wide range of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council and, ultimately, the residents of Cambridge. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged children to homeless families, from non-profit organizations to local employers. Residents participate in the work of the department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces and committees, and as consumers of services.

DHSP services provided directly to the community include:

- Neighborhood-based educational and enrichment programs for children and adults;
- Recreation programs for children and adults;
- Services to and programs for seniors;
- Youth programs;
- Fuel assistance;
- Substance abuse prevention programs;
- Job preparation and matching;
- Classes for Adult Basic Education, literacy and English for Speakers of Other Languages;
- Housing search and casework services to homeless and at-risk individuals and families;
- Haitian services;
- Pre-school and after-school childcare and family support programs.

In addition, the department brings non-profit and community-based organizations together for planning, coordination and technical assistance, funding many of these agencies through service contracts. During the past year, the department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children and Baby U, a parenting program modeled after the Harlem Children's Zone Baby College. The department also provided planning support for residents and providers exploring

Aging in Community for Cambridge seniors. The department continues to promote its online comprehensive resource guide, www.CambridgeSomervilleResourceGuide.org to enhance accessibility of services to residents.

Highlights and Accomplishments

- Served 48,351 meals and snacks at 26 sites during the 2011 Summer Food Service Program serving meals in 5 parks and 21 summer camps.
- Provided another Baby U parenting program in North Cambridge serving 35 low income parents, helping them to enhance their parenting skills and connecting them to community services to better promote their children's physical, emotional and educational development.
- Through the King Open Extended Day Program, provided over 120 children with a linked school day and after-school experience that supports the developmental needs of each child and promotes learning and academic engagement.
- Fostered community by providing support to community celebrations, including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Arts in the Park events and Danehy Park Family Day.
- Progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, more communication to families about inclusion efforts and strengthened linkages with schools.
- Collaborated with the Police Department to conduct door-to-door outreach campaigns in six housing developments, reaching over 1,200 households with information for families.
- Through the Mayor's Summer Youth Employment Program, collaborated with Public Works, the Youth Centers, MIT and Friends of Alewife Reservation to support projects that introduced teens to environmental issues and careers.
- The City was recognized for the 5th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for Young People because of our commitment to and success in serving young people.

DIVISION OVERVIEWS AND ACCOMPLISHMENTS

Office of Workforce Development

The Office of Workforce Development (OWD) is charged with expanding employment and training opportunities for Cambridge youth and adults. It does so by developing partnerships with employers, community-based organizations, schools and post-secondary educational institutions. The Office operates numerous programs that increase employability of residents and provides access to information on employment, training and youth development opportunities. OWD coordinates local teen serving agencies to share resources and encourage collaboration and sponsors professional development opportunities for frontline staff.

- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance, referral to education and training, and supporting workforce development opportunities.



City officials and graduates of the Cambridge Works transitional jobs program.

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- Successfully implemented the 7th and 8th cycles of *Cambridge Works*, a transitional employment program for adults ages 18-35 with major barriers to employment, providing them with a temporary City job, intensive case management, soft skills development and job search assistance to help them find unsubsidized employment after program completion.
- Operated an internship program for older teens with Harvard University's clerical union and offered ongoing cycles of an intensive six-week career exploration program. Developed a summer Entrepreneurship program to introduce teens to concepts of business development.
- Through the Mayor's Summer Youth Employment Program, served a record 950 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Working in collaboration with City and community-based program staff, developed draft framework to document the 21st Century skills that teens develop through participation in out of school time programs.



Teens from Area 4 participating in the Neighborhood Service Project, a community service learning program of the Youth Centers and the Office of Workforce Development.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City endeavors to direct resources to areas of greatest need. Staff also work with other municipal and community agencies on various planning initiatives, including overseeing local homelessness Continuum of Care, which brings to the City and non-profit agencies approximately \$2.9 million HUD dollars annually to support homelessness services.

- Planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- In an effort to improve access to services, the Division promotes www.CambridgeSomervilleResourceGuide.org the online Human Services Information and Referral Database.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of more than \$3.8 million dollars in federal, state and other grants that flow through the Division to community agencies for youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities.

Multi-Service Center for the Homeless

The Multi-Service Center (MSC) serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men, in partnership with the YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. This year, the MSC continued implementation of the federal stimulus-funded Homelessness Prevention and Rapid Rehousing Program, providing case management and financial and legal assistance for tenants who

face loss of their housing or those who have already become homeless. DHSP-staffed programs are complemented by services provided on-site by Heading Home, Inc., Eliot Community Human Services, LIFT Cambridge, North Charles, Shelter Legal Services, CASCAP Representative Payee/Budget Counseling Services and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 315 individuals in temporary or permanent housing.
- Helped 600 individuals maintain their current housing.
- Helped 550 families maintain their current housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and implements programs to decrease youth access to alcohol, to discourage youth marijuana use and help prevent opioid overdoses.

- The Coalition receives funding to develop a community mobilization effort to reduce youth access to alcohol by helping to change community norms around providing alcohol to underage youth.
- The Coalition's Reality Check social marketing campaign, Parent Like You Mean It!, reached out to parents of middle school youth to encourage talking with kids about alcohol and effective limit setting. Posters were placed in subway trains and buses, and parenting tips have also gone out through a Website, a Facebook Group and texting or e-mailing.
- The Coalition continued to promote OPEN, the Overdose Prevention and Education Network, a program to prevent fatal and non-fatal opioid overdoses, utilizing risk reduction strategies.

Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with

CAMBRIDGE OPEN STUDIOS

Artists throughout Cambridge open their doors to the public for the fourth annual city-wide Cambridge Open Studios (COS) during two weekends in May. Meet local artists and discover unique paintings, jewelry, fiber arts, ceramics, film, mixed-media, literary works, and more!



Photos by Adam Gooder.



Photos by Julie Barry.



SUMMER IN THE CITY

Presented in City parks and public spaces in July and August by the Cambridge Arts Council, the *Summer in the City* series features a lively mix of dance, song, storytelling, theater and puppetry. The performance series offers a rich learning experience for children, but is fun for all ages!



Photo above by David Kong.

DANCE PARTY & DANEHY PARK FAMILY DAY

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

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



Top right image by Linda Turner.

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other City departments. Other ADA efforts include facilitating requests for reasonable accommodation from City employees and supervisors, educating Cambridge businesses about their ADA obligations and providing technical assistance to both the public and private sectors.

- Provided technical assistance and over 140 training sessions to City departments and local private sector businesses and organizations.
- Responded to over 1,450 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program and the Recycling Bin Carrier and Exemption programs.

The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive, local response to the needs of Cambridge children and their families. It is comprised of parents, community members, top City officials, and representatives of universities, businesses, philanthropic and community organizations. Major initiatives of the Kids' Council are the Agenda for Children, the Center for Families and Youth Civic Involvement. The Kids' Council's Youth Involvement Initiative advocated at the state level for a bill to give 17-year-olds the right to vote and with the MBTA for extended student pass hours and reduced fees. The National League of Cities recognized the Youth Involvement Subcommittee as a model for cities to engage youth in municipal government.

- Through the Agenda for Children Literacy Initiative, over 1,400 families were reached through a language development campaign, reading parties, parent/child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, Cambridge has built a coordinated system of professional development and program quality improvement across all after-school programs in the city.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 16 Youth Leaders participated on the Youth Involvement Subcommittee.



Children participating in the City's Let's Move exercise and healthy eating program as part of the Summer Food in the Parks program.



Students and teachers from Baldwin School participate in the Recreation Department's Fun Skate program with Bob Goodwin.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as *Arts in the Park*, cultural and social family events, including children's performances in music, dance and theater. The Community Schools have enhanced their focus on science and on the environment through partnerships with the Science Club for Girls, and Greenfox Schools. Staff has participated fully in the department's effort to enhance programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,800 classes were offered for children and adults along with numerous family and senior trips.
- Sponsored 45 community building events and over 70 events for families in various neighborhoods of the city.
- Offered 125 *Arts in the Park* events and three performances in conjunction with the Cambridge Arts Council.
- Served over 800 children through summer camps and collaborated with the School Department to provide extended day for summer school sites.

Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of citywide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues and citywide special events such as Danehy Park Family Day. The Recreation Division sponsors adult softball and basketball leagues, children's activities at neighborhood parks and playgrounds, the Gold Star Pool and the newly renovated War Memorial Pool. The division also offers a summer program for children with special needs, a school year

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Saturday recreation program for children and adults with special needs and several nights per week programming for young adults with special needs.

- Successfully managed the 26th Annual *CityRun* and *CityWalk* road race, which attracted over 1,500 participants and raised \$22,000 in corporate and individual donations. *CityRun* was named one of the top 100 road races in New England by *New England Runner Magazine*.
- Sponsored 125 youth and 71 adult recreation and swimming classes.
- Staffed City Sports Commission to enhance coordination and access to sports for all youth and provided coaches training to coaches in several youth leagues.
- Promoted "Screen on the Green" outdoor family movies and family arts performances in different neighborhoods of the city.
- In conjunction with the City's Youth Centers, provided a school year, middle school travel basketball league and summer basketball leagues for children, pre-teens and teens.

Thomas P. O'Neill, Jr./Fresh Pond Golf Course

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course continues to implement the recommendations from the Fresh Pond Natural Resource Stewardship plan, which will result in the establishment of buffer zones to expand, protect and enhance its natural areas.

- Over 40,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 35 youth.
- Assisted in development and implementation of various charitable golf tournaments.



A pre-schooler in front of her self portrait which was part of a project done by all the 3 and 4-year-olds in the Morse Pre-School.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The division also operates a Senior Shuttle that transports individuals to the Citywide Senior Center from all major



Seniors enjoying the Community School Citywide Valentine's Day Party at the Russell Youth and Community Center.

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

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

- Provided over 3,800 information and referral services to seniors, including playing a major role in sponsoring information sessions and assisting seniors with health insurance related issues.
- Coordinated services such as meals, transportation, counseling and referral to homemaker and other home based services, and other social, advocacy, recreational and support services for more than 500 seniors.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 10,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 25,000 individual meals were served last year.

Child Care and Family Support Services

The Child Care and Family Support Services Division offers six licensed and accredited Preschool Programs, seven licensed Afterschool Programs and programs offered by the Center for Families. Preschool programs, strategically located in six elementary schools, serve 120 children ages 2 years and 9 months to 5 years. Parents receive detailed progress reports supported by portfolios of their child's work twice a year. Each report covers personal and social development, language and literacy skills, mathematical and scientific thinking, social studies, art and physical development. All six



Parents from the Baby U program sharing experiences during a workshop.



King Pre-school students engaged in power play learning games.

programs have received or are in the process of receiving accreditation with the National Association for the Education of Young Children.

Afterschool Programs serve 170 children ages 4½ to 12 in seven classrooms located in four elementary schools. The programs all participate in the Agenda for Children Quality Improvement Initiative, a coordinated system of professional development and program quality improvement. All staff has been trained in inclusionary practices and also receives on-site coaching support. The workshops and coaching enable staff to modify programs to better meet the needs of all children.

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

- Provided quality preschool and afterschool care to over 255 children daily, with 50% of children receiving financial aid through the City or State.
- Provided over 750 families with children birth to age 6 with a wide variety of programming, including 12 different weekly playgroups,

newly revised fathers and mothers groups, 10 community-building events such as family dances, field trips, etc.

- Co-sponsored with other partners, citywide events such as Family Literacy Fun Day at City Hall and the new Social and Emotional Development Training for providers.
- Received Universal Pre-Kindergarten Grant funding from the state to support quality initiatives and professional development for pre-school staff.

Community Learning Center

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

All students receive educational counseling. In addition to classes, individual tutoring with trained volunteers is available. Students can also learn basic computer operations and practice their language and math skills on a computer. The CLC is a partner in the Community Engagement Team, which provides outreach and education of English Language Learners and minority communities so that parents, caregivers and young children are engaged in learning opportunities.

CLC students come from 70 different countries, with over 40 different native languages represented. Approximately 45 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to provide the following additional services: outreach and classes for special populations including the homeless and public housing residents; distance learning for ESOL students, the integration of health literacy, employability skills, civic education and technology into the curriculum; onsite workplace education classes for employees of Cambridge businesses; family literacy classes; and leadership training in the areas of health, children's literacy and community outreach.

- Provided adult basic education classes to more than 1,000 adults.
- Collaborated with the Agenda for Children Literacy Initiative to



Students from the Harvard Internship Program.

provide family literacy education in conjunction with the Pathways to Family Success Program.

- Provided ESOL classes at Mt. Auburn Hospital and in a collaborative workplace education program with Cambridge Health Alliance and Spaulding Hospital Cambridge.
- Provided job readiness, financial literacy, family literacy and health education to students.

Youth Programs

Cambridge Youth Programs offer diverse high quality programs that promote leadership and youth development through enrichment activities, unique experiences and opportunities to develop relationships with adults and peers. The programs enable youth to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life. Programs are offered through five fully equipped youth centers located in different neighborhoods of the city. A diverse and multi-talented staff is available to provide direct service and mentorship to more than 900 youth. In the afternoons, the centers run pre-teen programs licensed through the Department of Early Education and Care and middle school programs designed to attract, support and challenge middle school youth.

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

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

Information Technology

Mary Hart, Chief Information Officer • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users 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’s Website and Geographical Information System (GIS). The department 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. See highlights below for new features on the City’s Website. To help the IT Department plan more formally for Innovation, the City established an E-Gov Executive Committee and a working committee that includes representation from community members.

Highlights and Accomplishments

- Established a community resident team with representation from local entrepreneurs, MIT, Google and Microsoft to provide input on IT Strategic Planning.
- Held an IT World Café to promote public input to IT Strategic Planning.
- Launched new Websites for the City, Community Development and Police departments.

- Developed, launched and updated the Cambridge iReport Web and mobile applications that provide the ability to report Potholes, Missed Rubbish & Recycling Pickup, Defective Streetlights, Graffiti and Rodent Sightings.
- Launched Cambridge Alert Network Emergency Notification System.
- Added online payment of Public Works permits.
- Added Google Search and Google Translation functions to the City’s Website.
- Added tracking of individual councilor’s votes on City Council items.
- Added trans fat inspection tracking and reporting to Inspectional Services’ Food Service Inspection Web app.
- Performed review of City Website for compliance with Disability Act Section 508, determining improvements to comply.
- Implemented VMware, which increases storage space without purchasing additional physical servers, at a significant cost savings.
- Completed the design and setup of the new Cambridge Rindge and Latin School VoIP (Voice over Internet Protocol) network.
- Developed new interactive GIS Websites which are embedded in updated departmental Web pages.
- Evaluated and selected vendor (EnerGov) for Inspectional Services Department Permitting Software & Implementation.

Inspectional Services

Ranjit Singanayagam, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. Responsibilities include administration and enforcement of the Building, Electrical, Plumbing/Gas and Mechanical Codes and articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, day care and recreational day camp inspections. Another major function of the department is enforcement of the Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals (BZA).

Administration

- Developing an online permitting program that will allow the public to apply and pay for most permits online and also view the status of active permits.

Housing/Sanitary

- Continued to strictly enforce the Dumpster Ordinance before a license is issued and re-inspect dumpsters on an ongoing basis.
- Hosted Anti-Choking, Allergy Awareness and ServSafe training

courses for food service establishments to obtain required certifications.

- Housing Inspectors attended the New York Rodent Academy. They were instructed in the habits of rodents and the prevention of infestation. This knowledge is used while proactively monitoring areas of the city and educating property owners.
- Held neighborhood meetings to communicate with property owners and occupants about rodent control in their areas.

Building

- Continued to inspect over 1,500 multi-unit buildings to ensure safety and compliance with Massachusetts Building Code.
- Enforced Energy Code and Stretch Code during permitting process for new buildings.

Zoning

- Initiated a ticketing process for Zoning code violations which includes Use, Accessory Structure, Dimensional, Parking, Sign, Non-Conforming and Certificate of Occupancy.

Law Department

Nancy E. Glowa, Acting City Solicitor • City Hall • 617.349.4121

The Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts and administrative agencies, and providing advice and counsel and furnishing legal opinions on a variety of issues to the City Manager, Mayor, City Council, School Committee, department heads and Boards and Commissions.

The department functions as a full-service law office, handling nearly all of the City's litigation in-house. Attorneys regularly attend meetings of the City Council and its subcommittees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

Highlights and Accomplishments

- Continued handling nearly all of the City's litigation in-house. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have successfully defended decisions of the City's Boards and Commissions, such as zoning enforcement and decisions of the Board of Zoning Appeals, the Planning Board and the Historical Commission, and have defended challenges to various provisions of the City's Ordinances. Other substantial litigation this year included real estate, public works, public construction, environmental and telecommunications cases and minimization of the amount of judgments and settlements in negligence cases and contracts actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to boards and commissions and departments that work with them as

to the requirements of the Open Meeting Law, in addition to training on ethics and conflicts of interest laws.

- Provided substantial analysis, review and advice relating to:
 - Assisting the Election Commission with a range of election issues;
 - Assisting with the cable television license renewal process;
 - Working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development;
 - Licensing and land use issues related to public construction, sewer and storm drain reconstruction and utility infrastructure projects;
 - Drafting numerous legal instruments related to real estate transactions, large project development and environmental issues;
 - Drafting and reviewing new ordinances and proposed amendments to existing City Ordinances;
 - Housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing;
 - Working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

"The kids just love the whole bag thing. As soon as they see the red bag, they know what it is and they ask to see the new books. We're so fortunate to have this in Cambridge - it's such a bonus for us."

Family day care provider



Members of the Valente family, City officials and friends commemorate the 50th anniversary of the PFC Salvatore F. Valente Branch Library dedication.

Cambridge Public Library (CPL) by the Numbers in FY12

- Checked out a record breaking 1,517,178 items
- Added 49,261 new books, compact discs, DVDs and other materials to the collection, a 2.5 % increase
- Registered 10,327 new cardholders, for a total of 62,548 cardholders
- Processed 239,360 incoming and 117,856 outgoing reserves, a 9% increase
- Offered 204,117 computer sessions, a 15% increase
- Answered 241,297 questions, a 2% increase
- Provided access for 329,597 online database searches for in-house and remote users
- Delivered 9,745 books to homebound seniors, live-in senior housing, nursing homes and assisted living facilities
- Accommodated 84,999 individuals at library programs, a 17% increase
- Hosted 571 community sponsored events in library buildings
- Attracted 2,323,756 page views to our Website
- Downloaded 12,946 ebooks

Highlights and Accomplishments

- For the first time in its history, the Cambridge Public Library exceeded one and a half million checkouts in a fiscal year. That number represents a 52% increase over the last full year of operation before the new Main Library opened and a 9% increase over last year's historic high of 1,397,593.
- To mark the sesquicentennial of the Civil War, *War* by Sebastian Junger was selected for the 2011 CambridgeREADS book. Autumn was designated as "A Season of Remembrance" to commemorate the anniversary and to honor all who have served and are serving our country. Residents flocked to Sanders Theater to hear Sebastian

Junger speak about his experiences in Afghanistan and the development of his book and the film *Restrepo*. The library hosted a film series covering the Civil War, WWI, WWII, as well as the Vietnam and Afghanistan conflicts. Academy Award winning director Peter Davis introduced his film *Hearts and Minds* and responded to questions after the screening. In a cooperative venture with the Cambridge Historical Society and the Cambridge Historical Commission, the library hosted the 22nd and 28th Massachusetts Volunteer Infantry and the Lawrence Civil War Memorial Guard for a Civil War encampment in front of the Main Library. Over 1,000 residents of all ages visited the encampment.

- In honor of the 100th anniversary of the birth of Thomas P. "Tip" O'Neill, Jr., family members reminisced about the Speaker with his former staff member, *Hardball's* Chris Matthews. A capacity crowd filled the Main Library Lecture Hall to learn about Tip as a young man, a neighbor, a congressman and a father. Through the generosity of the Burns Library at Boston College, the Main Library exhibited artifacts and memorabilia from the Speaker's life.
- As part of the celebration of the 375th anniversary of Harvard, the university sponsored the John Harvard Lecture Series at the Cambridge Public Library. President Drew Faust enthralled a full house at the Main Library with her observations on life as a historian. Anne Fadiman spoke about life as a book lover and Dean Kathleen McCartney depicted the realities of current student achievement and the lofty aspirations for improving public education. Evelyn M. Hammonds, Dean of Harvard College and the Barbara Gutmann Rosenkrantz Professor of the History of Science and of African American Studies, gave the address for the Central Square Branch's 38th annual celebration of the birthday of Dr. Martin Luther King, Jr. The Museum of Natural History engaged neighborhood families at the O'Connell and Valente branch libraries.

"I think that this library shows America what progressive 'public' really means to our nation."

Jin Li

Main Library

- “Sing to Me, O Muse! A Symposium” highlighted the impact of epic poems, myths and legends of the ancient Greeks on childhood, literature and culture. Presented in cooperation with Children’s Literature New England and The Examined Life: Greek Studies in the Schools, the program included readings and lectures as well as musical and dramatic performances. Gregory Maguire, Susan Cooper, Ashley Bryan, Jill Paton Walsh, John Rowe Townsend and Sebastian Lockwood were among the many presenters.
- “The Exquisite Conversation: An Adventure in Creating Books” was presented in collaboration with MIT and the National Children’s Book and Literacy Alliance. Panelists included renown authors and illustrators such as M.T. Anderson, Natalie Babbitt, Steven Kellogg, Susan Cooper, Patricia MacLachlan, Katherine Patterson, Timothy Basil Ering and James Ransome.
- A successful symposia on the history of the Inner Belt was co-sponsored with the Cambridge Historical Society. “The Community Organizers” and the “Legacy of the Inner Belt” were hosted by the library. Participants included Ansti Benfield, Barbara Norfleet, Ann Hershfang, Gordon Fellman, Anthony Flint, John Wofford and Suzanne Rasmussen.
- The Teen Room continued to attract students in large numbers. Special events included an array of well known young adult authors such as Leigh Fallon, Amalie Howard, Joe Lunievicz, Ruta Sepetys, Kristin Cashore, Jesse Andrews, Francisco X. Stork, Elizabeth Eulberg, Kim Harrington and Kathryn Lasky. Other successful programs were the first drop-in book discussions for CRLS required summer reading titles, poetry slams and the second annual SAT Quiz Bowl.
- The Cambridge Public Library continued to serve as the regional Early Childhood Resource Center for the Commonwealth. Eleven programs such as *Challenges for Chinese Immigrant Children*, *So Sexy So Soon*, *The Bilingual Mind*, *Inside the ADHD Mind* and *Bullying Prevention* attracted hundreds of parents and caregivers.
- The wildly popular Children’s Room continues to exceed its past success. Use of children’s materials increased 11% to 333,322 and over one half of the collection is checked out at any given time. Staff offer 10 weekly programs for children of all ages and three book



Adult literacy students prepare for a group presentation at the Central Square Branch.

discussion groups each month for children from grades 3-7 as well as one for homeschoolers.

- Public readings were held to celebrate the 50th anniversary of *James and the Giant Peach* and the anniversary of Dr. Seuss’ birthday, “Six Seusses on the Sixes.”
- Kadir Nelson, author and illustrator of *Heart and Soul: the Story of America and African Americans*, presented an engaging and inspiring program for children and their families.

Literacy Initiatives

- Over 8,300 adult learners participated in the 1,896 individual tutorials as well as the 444 classes and English conversation groups offered through the Adult Literacy Project.

Boudreau Branch

- Over 3,000 residents attended the 150 programs offered throughout the year and checkouts exceeded 84,000.

Collins Branch

- The reading garden was put to good use this year as the venue for Labor Day and Memorial Day neighborhood picnics, and weather permitting, storytimes and toddler sings made their way outside as well. Checkouts exceeded 48,000, program offerings increased 50% and attendance increased 79%.

Central Square Branch

- In the first year following its renovation, the branch checked out 121,000 items and hosted 7,569 attendees to its 225 programs.

O’Connell Branch

- The branch checked out 58,548 items and offered 327 programs which attracted over 8,000 participants.

O’Neill Branch

- Circulation exceeded 106,000, program attendance remained high at 5,410 and public access computer use increased 5%.
- Local author Jean Mason spoke about her new book, *View from 410*, which documents her experiences with Cambridge Cohousing.



Neighbors enjoy catching up on the news in a Chinese language newspaper at the O’Connell Branch.



The newly created reading garden at the Collins Branch is a perfect place for storytime.

Valente Branch

- His surviving brother Robert Francis Valente, other family members and friends of PFC Salvatore F. Valente gathered with representatives from the Veterans' Department to commemorate the 50th anniversary of the PFC Salvatore F. Valente Branch Library dedication. For the first time, PFC Valente's medals and commendations as well as other memorabilia were on display. An etched plaque was unveiled in the lobby and Sarah Boyer of the Historical Commission took the audience on a trip down memory lane to the East Cambridge of the young Sal Valente.
- Programming increased 15% and attendance increased 23% to almost 8,000 residents. Highlights included a visit from Luisa Frota Da Cunha, author of the popular Portuguese children's series *Teodora*, and the initiation of weekly stories and songs in Spanish.

"The best part was all of the families who actively took part, climbing through the tents, practicing drills with muskets, marching along with us....As a re-enactor all of these make a perfect event! ... Thank you for allowing us to share our passion and knowledge about the Civil War with the people of Cambridge."

Rob O'Brien, Quartermaster Sergeant,
Co. "D" 22nd Mass Volunteer Infantry

License Commission

Michael Gardner, Chairman; Elizabeth Lint, Executive Director • 831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chair, 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.

The front office staff continued to dedicate much of its time to renewing and issuing annual and special one-day licenses that accounted for over \$2 million in revenue, funding the complete cost of operations for the Commission's office and field investigators.

Highlights and Accomplishments

- The License Commission was awarded a Clean Air Cab grant in the amount of \$150,000 from the Massachusetts Department of Transportation in conjunction with the U.S. Department of Transportation to allow the City of Cambridge to continue its commitment to environmental awareness by replacing as many gas powered taxicabs as possible with hybrid vehicles.
- The License Commission successfully worked with the Community Development Department and the Inspectional Services Department to coordinate the Riverfront Mobile Food Program.
- The License Commission granted several new restaurant licenses in Kendall Square to help with the revitalization of the neighborhood.



Elizabeth Y. Lint, Executive Director of the Cambridge License Commission, 2012 Taxicab Driver of the Year Recipient Mohannad Mallak and Cambridge Hackney Officer Benny Szeto.

Mayor's Office

Henrietta Davis, Mayor • City Hall • 617.349.4321

PURPOSE & OVERVIEW: The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

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

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

ADMINISTRATION: The Mayor works in coordination with the City Council and the School Committee on training, professional development and special events. The Mayor's Office is a hub of governmental activity in Cambridge. The Mayor, Vice-Mayor and the City Councillors work together to serve various interests within the City. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring her active engagement in and awareness of current issues and trends facing municipalities. The Mayor is a liaison to the Congressional and State Delegations, National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

CEREMONIAL FUNCTIONS: The Mayor's Office represents the City at ceremonial functions and hosts a variety of ceremonial and public events. The two largest events are for Cambridge seniors, one



Mayor Davis at the June 2012 Haggerty School's Moving On Ceremony.

in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Many occasions celebrate the diversity of Cambridge and the rich heritage of the city.

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



Mayor Davis with members of CRLS National Honor Society at the MIT Senior Luncheon.



Mayor Davis at the groundbreaking ceremony of the Cambridge Court Apartments, an affordable senior housing development.

Peace Commission

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

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

The Commission builds community by celebrating local people and efforts with programs and events, and by organizing community forums on issues affecting the community. It also supports Cambridge's Sister City relationships.

Highlights and Accomplishments

Addressing violence and promoting peace among Cambridge youth by:

- Working with the District-Wide Conflict Mediator, LGBT Family Liaison and the CRLS Diversity Coordinator at Cambridge Public Schools to develop programs and activities, provide training and support to student mediators and staff, and promote alternative models of conflict resolution.
- Advising and supporting Youth Underground, the youth acting ensemble of CRLS students at the Central Square Theater, to support and promote their performance of *Money Matters*, a play that uses interviews of a variety of community people by CRLS students to illustrate the emotions and experiences that people have around money, as well as how different people value money in their own lives.
- Collaborating with staff and students in Cambridge Public Schools on activities and programs to promote peaceful schools, positive school climates, peace education and multicultural activities.

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

- Working with Cambridge Public Health Department, Police Department, Department of Human Services and Cambridge Public Schools to create the Community Response Network, and serving on the network's Steering Committee.
- Organizing and facilitating the "Summer of Peace" initiative to promote a summer free of youth violence in Cambridge, by bringing together City staff, police, schools, clergy, youth centers, clinicians, academics and community members to identify potential sources of violence in the community, foster collaboration among agencies and share best practices.
- Participating in the Domestic Violence Free Zone (DVFZ) Steering Committee for the City of Cambridge, providing strategic expertise, planning and support to produce systemic changes in City policy, guide projects of the DVFZ and organize the City's annual Domestic Violence Awareness Month activities.

Fostering peace through building connections and community by:

- Organizing the annual Cambridge Peace and Justice Awards Dinner, presenting awards to five individuals and a group reflecting the depth and breadth of work for peace and justice in Cambridge.
- Organizing the City's annual Martin Luther King Day Commemoration and Remembrance.



Members of the Cambridge - Las Flores Sister City Association commemorated their 25th Anniversary after providing an update to the City Council. They are pictured here with City officials, including Mayor Henrietta Davis, Vice Mayor Denise Simmons, Representative Alice Wolf and Ena Ursula Pena, Vice Consul of EL Salvador in Massachusetts.

- Organizing the 23rd annual Cambridge Citywide Holocaust Commemoration, working with students, artists, musicians, communities of faith, school and library personnel, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from a survivor of the Holocaust.
- Collaborating with community groups and organizations to create the North Cambridge Peace Project, a neighborhood-based approach to promoting safety, fostering community and creating opportunities for neighbors to get to know each other and build relationships.

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

- Coordinating the Cambridge-Haiti Sister City Committee, which leads the City's efforts to establish a Sister City in Southern Haiti.
- Participating in a community meeting with a delegation of public safety and government officials visiting from Tajikistan to learn about community policing in Cambridge and how to build support for this approach in their country.
- Working with the West African Research Association (WARA) at Boston University to host a panel discussion on the Association's West African Peace Initiative, promoting research and dialogue on peace-building and conflict-resolution efforts in the region.

Personnel

Sheila Keady Rawson, Director • City Hall • 617.349.4332

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. The staff also interacts with City employees on a variety of individual concerns, including health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, job bids for promotions or transfers, civil service examinations, tuition reimbursement and in-service training and staff development opportunities. The department is the collector and keeper of all the records necessary to administer employee and retiree benefit programs.

The Personnel Department ensures compliance with all applicable city, state and federal laws governing the treatment of employees in the workplace, consulting with and advising other departments when appropriate. The department is charged with the responsibility of representing the City's interests in collective bargaining with the 10 unions that represent City employees. The department supports the City Manager in his role as a member of the School Committee for collective bargaining purposes with School Department employees. Support is provided to other City departments with ongoing labor agreement interpretation and administration, including grievance and arbitration representation. One of the department's primary goals is to foster and maintain positive working relationships with its labor unions and employees.

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll and tracking benefits subscriptions, as well as time off earned and used. The department also provides assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. The department serves as a resource in areas of management, staff and organizational development, and offers tuition reimbursement and both voluntary and mandatory training and development programs to employees on a variety of topics.

Highlights and Accomplishments

- Implemented new collective bargaining agreements with Teamsters Local 25, IWWA, Area Trades, UAW Childcare, AFSCME Traffic Supervisors, and Police Patrol and Superior Officer units, thus providing for wage stability through Fiscal 13, consistent with the City's financial condition.
- Established new health insurance contribution levels for newly hired non union employees and employees covered by certain collective bargaining agreements.
- Finalized and carried out the plan to mitigate the extra tax burden on City employees who cover a same sex spouse on health insurance by making payments to affected employees to compensate them for the extra federal tax.

- Partnered with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2012 entry level fire fighter exam, with particular efforts to maximize local participation in the civil service examination.
- Completed the Other Post Employment Benefits (OPEB) actuarial study as required by GASB 45.
- Introduced a new voluntary life insurance plan for employees which allowed for expanded coverage and reduced cost.
- Continued to expand our recruitment sources to include additional online career sites, targeted professional and diversity networks and virtual job fairs, resulting in significant savings to the City.
- Coordinated recruitment campaigns to fill a variety of positions across several departments, including Department of Human Services, Community Development, Cambridge Public Library, Department of Public Works, Information Technology and the Police Department.
- Developed and coordinated over 120 training events which were attended by more than 700 employees.
- Designed and delivered a four part management curriculum on performance development.
- Deepened city-wide computer application proficiency by offering 64 different computer classes, providing a learning incentive with proficiency testing, customizing individual employee and department-wide learning plans and by individual tutoring. Aligned training classes to support city-wide rollout of Windows 7.
- Enhanced employee proficiency testing process by selecting a writing test and integrating it within the proficiency testing process for a total of nine proficiency assessments with a success rate of over 78%.



The City's Refining Presentations Workshop develops skills and techniques that help organize concise presentations quickly, deliver them with impact, conviction, and with greater comfort especially in dealing with unexpected audience situations.

Police

Robert C. Haas, Police Commissioner • 125 Sixth St., Cambridge • 617.349.3300 • www.cambridgepolice.org

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the rights of every person living in or visiting 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 community oriented policing strategies to combat crime and disorder issues.



The Robert W. Healy Public Safety Facility located at 125 6th Street houses the Cambridge Police Department and the Emergency Communications Department.

Office of the Commissioner

The Office of the Commissioner manages the overall operation of the Cambridge Police Department and plans for the future. Investigation of citizen complaints about police conduct and staff investigations remain the primary responsibilities of the **Professional Standards Unit**. The unit audits procedures to test quality of service we provide. In order to do so, the department is asking citizens to participate in its Quality of Service Community Surveys. Responses will help CPD work on providing the highest quality of police service possible. The brief survey can be found at www.CambridgePolice.org/Surveys. Paper surveys are available in all library branches.

The **Legal Advisor** assists the Commissioner with policy and analysis while keeping the department abreast of court decisions and responding to various legal inquiries. The Legal Advisor also provides training and compliance monitoring on police practices and procedures.

The **Public Information Office** provides public relations support, updates CPD news and information via the department's Website, Facebook and Twitter, and acts as a liaison with outside agencies and various media outlets. Please follow @CambridgePolice on Twitter at www.Twitter.com/CambridgePolice and "Like" CPD on Facebook at www.Facebook.com/CambridgePolice for news, updates and announcements.

The **Planning, Budget and Personnel Office** is primarily responsible for maintaining sound hiring practices, budget preparation, setting strategy and reinforcing a system of accountability. It is continuously working to improve the quality of service to citizens, position the department to obtain long-term goals identified by various stakeholders and improve the quality of life for the citizenry of Cambridge.

Highlights and Accomplishments

- The Cambridge Police Department's Website at www.CambridgePolice.org was completely redesigned in January 2012. The new Website contains callouts for featured news and links to valuable information on the homepage. News, alerts and information are also shareable on Facebook, Twitter and Google+ via social media buttons embedded on the site and at the end of news stories.
- In the latest effort by Cambridge Police to increase the department's accessibility and communication with the public, CPD released a smart phone application that connects users directly to the Cambridge Police Department. The MyPD App includes features for checking on the latest CPD news, including Twitter updates and Facebook posts. Users can submit crime tips by sharing a photo or GPS location data with their tip information. Find the application in the iPhone App Store or Android Market by searching for "MyPD" or by visiting www.CambridgePolice.org/MyPD.
- The Youth & Police Initiative (YPI) was sponsored through a partnership between Attorney General Martha Coakley's Office, the Cambridge Police Department and the North American Family Institute (NAFI). The Cambridge pilot program was part of the Attorney General's Project YES Partnerships and focused on teen girls in North Cambridge with the goal of positively impacting relationships and interactions between local patrol officers and adolescents in higher risk communities, while also strengthening community relations.
- The 10th Annual Cambridge Police Awards Ceremony was held at M.I.T. Kresge Auditorium. Notable awards were presented to Ms. Brooke Miller (Non-Sworn Employee of the Year), Detective George Tavares (Detective of the Year), Lieutenant Timothy Hogan (Superior Officer of the Year), and Officer Brendan Pasco (Patrol Officer of the Year)
- The following Sergeants were promoted to the rank of Lieutenant: Paul W. Timmins.
- The following officers were promoted to the rank of Sergeant: Frederick J. Cabral and Louis F. Cherubino, Jr.



Officer Brendan Pasco accepts the 2011 Ruth & Carl Barron Patrol Officer of the Year Award from Superintendent Williams, Mr. Carl Barron and Commissioner Haas.

- In calendar year 2011, CPD responded to 117,882 calls for service. Of those calls for service, 3,567 resulted in Part 1 index crimes which were reported to the FBI. This is the lowest crime total Cambridge has reported in over 50 years. There were five murders reported in 2011. One was the shooting of a 30-year old male near Central Square and, over the final six weeks of 2011, there were four domestic homicides committed in Cambridge. With the suicide of the assailant in one incident, and the arrest of the daughter in another domestic homicide, only the March 12 shooting remains unsolved. 27 of the 33 murders in Cambridge since 1995 have been cleared by arrest or by the suicide of the perpetrator, which indicates an 82% clearance rate over that 17 year period. For comparison, the clearance rate was 65% nationally and 50% in New England in 2010.

Division Overview

Operations Division

As the department's primary and most visible staff resource, this division is responsible for the suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night Patrol, Traffic Enforcement and Community Relations units.

The **Traffic Enforcement Unit** performs specific assignments relating to truck restrictions, traffic, pedestrian and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the **Community Relations Unit** is to elicit the community's participation in identifying problems and solutions. The department establishes partnerships by developing liaisons with community organizations, business groups and other community groups, with the unit now focusing on homeless, senior, business and youth outreach. These partnerships assist the department in improving practices that relate to community policing, by conveying information to the community and by transmitting concerns from citizens to the department. Neighborhood Sergeant Meetings were conducted throughout the year to address specific community concerns as they arose.

The **Tactical Operations Unit** is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiation Team. The SRT is a highly trained, disciplined tactical team that can respond to any major crisis within the city. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include, but are not limited to, riots, protests and any other situation where citizen unrest may result. Officers of the TPF are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of residents in an explosive-related incident. They are responsible for the handling, transportation and rendering safe of all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the department has skilled officers with specialized training to combat any type of crime, the CPD is committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

- In March, the Cambridge Police Boxing Program celebrated one year serving Cambridge youths. The program is a collaboration between the Youth & Family Services Unit and Cambridge YMCA and is free and open to youths ages 13 and up. Trainings are held on Tuesdays and Thursdays from 3- 6 p.m. at Cambridge YMCA.

For more information, contact the Youth & Family Services Unit at 617-349-9380.

- Citizen Observer is a system of delivering community information that allows citizens to register online to receive neighborhood and community alerts and other important information from CPD. To sign up, visit www.cambridgema.gov/AlertNetwork. Residents are also encouraged to send anonymous crime tips via text message to Cambridge Police at: Tip411 (847411). Begin your message with Tip650 and then type your message. You will receive a response from the Cambridge Police with the option to continue communicating. Please remember that this is not a replacement for 9-1-1. If you witness an emergency situation, please call 9-1-1 immediately.
- CPD is actively engaging with members of the community through our Neighborhood Sergeants program. In order to have a more diverse group within the Police Department participating with outreach activities in the neighborhoods, a system of geographic responsibility was established in 1997. The officers involved are assigned to each of the 13 neighborhoods (Neighborhood Sergeants) and each of the five sectors (Sector Lieutenants). These supervisors are primarily responsible for much of the outreach and problem-solving activities in their neighborhood or sector and will hold community meetings where residents can ask questions and get updates on crime and disorder issues in their neighborhood and the city at large. More information, and pictures of the sergeants involved, can be found at www.CambridgePolice.org/NeighborhoodSergeants.
- In collaboration with other community donors, CPD assembled and distributed gift bags full of holiday treats and treasures to senior citizens in Cambridge for the fifth year in a row. The goal of this program is to brighten the holidays for senior citizens feeling lonely on Christmas Eve and Christmas Day by providing them with a small gift that lets them know they are not forgotten. This year, an outpouring of generosity allowed Cambridge Police to deliver over 400 gift bags to grateful seniors.

Support Services Division

The Support Services Division consists of the Administration Unit, Training Unit, Criminal Investigations Section, Special Investigations Unit, Detail Office and Technical Services Unit. This division is responsible for supporting daily operations of the department. The Administration Section processes and coordinates departmental support services such as Records, Off-Duty Employment (details), Property and Evidence, Court Prosecutors Office, Technical Services and the **Training/Certification Unit**. The Training/Certification



Secret Santa volunteers prepare to distribute gift bags to Cambridge senior citizens on Christmas Eve.

Unit coordinates all training, including specialized training, for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted once a year and all officers must attend.

The **Criminal Investigations Section** includes all investigative functions of the department. Detectives investigate crimes committed within the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. The **Special Investigations Unit** is responsible for conducting investigations into violations of Controlled Substance laws, prostitution and gambling offenses. The **Youth and Family Services Unit** is comprised of School Resource Officers (SRO) who are assigned to each public school to provide daily contact for students, staff and parents as well as each youth center in the city. In addition, SROs provide crime prevention programs to students and act as a liaison with the department on safety issues. Two juvenile detectives are assigned to the unit for investigations of crimes committed by youth. The **Identification Unit** is responsible for preserving and processing evidence and crime scenes. This unit has greatly enhanced its abilities and tasks by placing a renewed emphasis on the review of fingerprints taken from crime scenes, realizing that by sharing information and working with other police agencies, more hits could be developed. The unit received 54 hits during 2011 compared with a total of 19 hits during 2009 and 2010 combined. The **Crime Analysis Unit** carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the department, looking for crime phenomena such as series, sprees, hot spots and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any

emerging or ongoing crime problems. The **Technical Services Unit** is responsible for maintaining the department's computer systems, infrastructure and radio system.

- CPD relies heavily on the Crime Analysis Unit to predict and direct police resources. To do so, Crime Analysis produces the monthly BridgeStat Crime Report; a multi-layered, dynamic, intelligence-based approach to crime reduction, quality of life improvement, and personnel and resource management based on four distinct principles – accurate and timely intelligence, effective tactics, rapid deployment, and relentless follow-up and assessment. At its core is a philosophy that fosters teamwork and creative problem solving. Police personnel hold biweekly meetings to devise strategies and tactics to solve problems, reduce crime and ultimately improve quality of life in our community. Through BridgeStat, the Cambridge Police Department produces a monthly public report to the community on current police priorities in terms of crime, traffic, community concerns and disorder issues in the city. This is made available on the Cambridge Police Department's Website at www.CambridgePolice.org/BridgeStat on the first Friday of each month.
- The decline of crime in the City of Cambridge for 2011 was small, but historic. The 3,567 serious crimes recorded in Cambridge in 2011 represent the lowest total of index crimes reported to the FBI since Congress enacted the Omnibus Crime Control Act in 1968. There were 47 fewer serious crimes registered in Cambridge in 2011 when compared with 2010, which translates to a 1% decrease in Part 1 offenses. Prior to this year, the previous low watermark for serious crimes in the City was in 2009 when 3,570 incidents were reported.

Police Review & Advisory Board

Brian Corr, Executive Secretary • 51 Inman St., Cambridge • 617.349.6155

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 also 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.

Highlights and Accomplishments

- Participated in designing, and also observed and reviewed Police Department trainings on preventing racial profiling and on building and maintaining legitimacy with members of the public.
- Developed new outreach materials and improved the PRAB Website at www.cambridgema.gov/PRAB.
- Enhanced the information sharing and case-review process with the Police Department's Professional Standards Unit (PSU), to more effectively review and monitor investigations of complaints filed directly with the PSU.
- Continued a mediation initiative to handle complaints that citizens would prefer to resolve by talking to an officer face-to-face rather than seeking an investigation and possibly disciplinary action against the police officer.
- Continued participation in the Professional Mentoring Program of the National Association for Civilian Oversight of Law Enforcement, providing support and professional development to PRAB staff through formal mentoring relationships.

Public Health

Claude-Alix Jacob, MPH, Chief Public Health Officer • 119 Windsor St., Cambridge • 617.665.3800

Cambridge Public Health Department (CPHD) is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The department's mission is to improve the quality of life of residents and workers by reducing sickness and injury; encouraging healthy behaviors; and fostering safe and healthy environments. Service areas include communicable disease prevention and control, epidemiology, school health, environmental health, emergency preparedness, health promotion and regulatory enforcement. The department is advised by the Cambridge Public Health Subcommittee, the Community Health Advisory Council and the City Council's Community Health and Environment committees.

Highlights and Accomplishments

Departmental Activities & Honors

- Produced a bulletin featuring citywide health data and a call to action about people with disabilities.
- Cambridge Health Alliance received a statewide award for its exemplary contributions to tuberculosis care. The TB program is staffed by public health nurses and CHA physicians.
- As part of a Middlesex County coalition, CPHD was awarded up to \$300,000 over five years to promote healthy eating and physical activity through policy and environmental approaches. In addition, the City established a standing Food and Fitness Policy Council, led by CPHD, to improve access to healthy foods and fitness opportunities.

Community Health and Wellness

- To address obesity and diabetes, nutrition staff coordinated Let's Move Cambridge, which awarded \$500 mini-grants to five Cambridge organizations; with the Institute for Community Health, produced a report on weight disparities in black Cambridge youth; and provided technical assistance for a diabetes workshop series for residents.
- Provided oral health education to 3,197 children (pre-K-4) in 14 elementary schools, of whom 2,774 received a dental screening. About 15% of children screened were referred for treatment, and 2% of those screened required urgent care.
- Organized events for Domestic Violence Awareness Month; received an American Public Health Association grant to develop



A player at the 19th annual Hoops 'N' Health sports tournament and health fair. (Photo by David Oziel)



State Representative Alice Wolf (center) presents a statewide award to Cambridge Health Alliance for exemplary contributions to tuberculosis care. (Photo by Gretchen Ertl for Health Resources in Action)

policy and implementation guidelines to address domestic violence in the workplace; and organized healthy dating workshops for teen girls.

- The Men's Health League (MHL) completed a 15-month grant from the Communities IMPACT Diabetes Center of the Mount Sinai School of Medicine to address diabetes in men of color; 167 men were served during this period. The MHL also awarded \$500 mini-grants to five Cambridge groups to promote men's health and launched a multi-agency fatherhood initiative.
- The Agenda for Children Literacy Initiative led 28 workshops for 301 participants; visited 779 new parents; participated in 15 community events; trained 110 early education and care professionals; with the Cambridge Library, distributed 1,200 Born to Read packets to families of newborns; delivered books twice a month to 18 family child care providers; and distributed over 7,000 books to children.
- Literacy staff organized 36 parenting/family literacy activities for participants in the Pathways to Family Success program, and helped organize the fourth session of Baby University.
- Reality Check, a Cambridge Prevention Coalition and CPHD campaign to reduce underage drinking among middle school students, motivated 80% of parents who saw campaign ads to think about youth alcohol use and 33% took some action.

Emergency Preparedness

- Provided consultation to the Cambridge Public Schools emergency preparedness program and partnered with Cambridge Police Department to train 125 school employees in incident command.
- Sponsored multiple trainings on shelter operations and assisting people with disabilities.
- Worked with federal and state agencies to inform the public about biosensors that will be tested in local subway stations.
- Emergency Preparedness Region 4b, based at CPHD, co-organized the annual Region 4b Medical Reserve Corps conference attended by 120 volunteers; and conducted trainings to improve regional readiness to use social media during emergencies.



U.S. Surgeon General Dr. Regina Benjamin visits the Cambridge Public Health Department display at the kick-off ceremony for Mass in Motion in Middlesex County. (Photo by Marilyn Humphries for the Massachusetts Department of Public Health)

- Co-organized a large regional conference about infrastructure failure that featured first-hand accounts of severe weather disasters and hospital infrastructure damage.

Environmental Health

- Continued to make home visits to families of children with asthma and elevated lead levels who reside in Cambridge and surrounding communities.
- Organized a Biosafety Forum for community representatives who serve on institutional biosafety committees.
- Facilitated three meetings of the Smoking in Parks Task Force, a group of City leaders who are reviewing policy options for reducing unwanted exposure to cigarette smoke in outdoor public spaces.
- Addressed hazardous material concerns on commercial and residential properties involving construction-related exposures, underground pollutants, dust generation and other potentially harmful conditions.
- Conducted 53 environmental health investigations involving mold and other pollutants.
- Licensed 81 biotechnology labs; six body art establishments and 41 practitioners; two bodywork establishments and 11 practitioners; two indoor ice rinks; and four tanning establishments.

Epidemiology & Data Services

- Produced reports on communicable disease cases among residents during 2006-2012, adult health behaviors, and enforcement of the Cambridge Trans Fat Regulation.
- Selected to participate in a national viral hepatitis evaluation project, as well as a CDC-funded training program for local health departments on integrating Geographic Information Systems in the surveillance of certain chronic diseases.
- Continued regional public health work with Everett, Somerville and Watertown to build additional capacity in select public health services.

Public Health Nursing

- Followed up on 123 communicable disease reports. Of note, staff responded to separate outbreaks of chickenpox, scabies and norovirus.
- Administered 1,385 seasonal flu vaccines and 46 pneumonia shots during flu season.
- Continued to evaluate and treat tuberculosis patients at the Cambridge Hospital's Schipellite Chest Center. In FY12, patients with active or latent TB made 1,940 visits to the center and staff made related home visits to Cambridge residents.
- Provided monthly health seminars and blood pressure screenings to Cambridge seniors.

School Health

- During the 2011-2012 academic year, Cambridge public school students made 43,504 visits for illness and injury to school nurses. Of these visits, only 4% resulted in dismissal from school. In addition, 4,427 CPS students received a vision screening and 3,060 received a hearing screening.
- School nurses cared for over 1,400 children diagnosed with a physical or developmental condition.
- To comply with a new state regulation, staff worked with the CRLS Athletic Department to develop a mandatory sports-related head injury and concussion awareness program. In FY12, more than 60 student athletes were evaluated for head injury and referred to care.
- Provided health care oversight and clinical guidance to three Cambridge nonpublic schools, as well as private day care centers and city-managed preschools and camps.
- Introduced 20 new items on the high school menu; coached K-8 food service staff on preparing new dishes; helped produce the annual health and fitness progress reports; secured funding for fruit and vegetable snacks at four schools; and gave 26 nutrition presentations to children and adults.



A young girl receives a free book at Fresh Pond Day from the Agenda for Children Literacy Initiative, based at the Public Health Department. (Photo by Suzy Feinberg)

Public Works

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

The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality service - maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information.

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

DPW by the Numbers:

- Collected 16,000 tons of rubbish and 14,000 tons of recyclables;
- Maintained 125 miles of streets and over 200 miles of sidewalks;
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 16,000-tree urban forest;
- Provided 24-hour customer service and rapid response to emergencies in the public right of way, including those related to snow and ice, heavy rain and damaging wind;
- Provided support services for over 200 public special events;
- Serviced 223 miles of sewer/drain lines, over 6,000 catch basins and 69 sewer and stormwater pumps;
- Managed over 2,000 permits related to construction/business uses impacting the public way;
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions;
- Maintained 35 public buildings;
- Maintained 300 vehicles and pieces of equipment, and coordinated building energy and vehicle fuel management.

DPW Highlights and Accomplishments

- Implemented energy efficiency projects in municipal and school facilities, prioritizing projects with a high return-on-investment and as part of year four of the Green Communities Plan. This year's projects include 30 buildings for a combined projected annual savings of 15,150 MMBTU, while avoiding \$486,854 in costs and 2,290 tons of CO2 emissions.
- Installed an electric vehicle charging station at the DPW facility for DPW use on weekdays and public use on evenings and weekends. This station is one of seven installed across the City using a grant from the Massachusetts Department of Energy.
- Named a Tree City USA by the National Arbor Day Foundation for the 19th consecutive year, and named a winner of the more prestigious Growth Award for the 4th consecutive year.



Public Works observed Arbor Day this year by planting a tree at the Morse School.

Public Works

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- Planted over 400 trees in public areas throughout the city. Most new trees include Gator Bags, heavy-duty watering bags that neighbors are encouraged to fill once or twice a week during hot summer months to improve the survival rates of young trees.
- Launched Public Works Facebook page (www.Facebook.com/cambridgedpw) and Twitter account (@CambridgeDPW), providing members of the community another option for getting information and updates from the department. Public Works continues to explore ways to better utilize social media, working in collaboration with other departments as part of the E-Government process.
- Continued to work with the community on efforts to improve the infrastructure, quality of maintenance and appearance of Central Square. Efforts have included participation in the Red Ribbon Commission process, the Central Square Business Association and the newly-formed Central Square Advisory Committee, as well as efforts to control litter by increasing the number of sealed solar compacting rubbish receptacles and public area recycling receptacles, and continuing an aggressive graffiti removal and power-washing program.
- Hosted and facilitated a series of community meetings to discuss infrastructure and surface improvements associated with the Alewife Sewer Separation Project, the Land Boulevard Infrastructure Improvements Project, the Myrtle/Magnolia Ave. Infrastructure Improvements Project, and reconstruction of Broadway between Prospect and Portland streets.

Public Works Division Overviews and Highlights

Administration

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

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

- Launched Cambridge iReport in collaboration with the IT Department. This Web and mobile phone application allows members of the community to request service from Public Works related to potholes, graffiti, missed rubbish and recycling pick up, and unshoveled/ icy sidewalks. Cambridge iReport makes it easier for the community to request service, while at the same time increasing the department's operational efficiency by reducing the time required to enter work orders and automating the process of notifying requesters about the status of their request.



The City's graffiti removal program involves a collaborative effort between Public Works, the Police Department, residents and property owners to remove graffiti from public and private property.



Public Works values collaboration with our partners to encourage improving public landscapes. A great example is the collaboration with the Pick-A-Pocket Gardeners, Forest City and the First Baptist Church to improve this planter in Central Square.

Engineering:

The Engineering Division's primary responsibilities include management of sewer and stormwater conveyance systems, stormwater quality programs, street and sidewalk improvement projects and infrastructure information.

The sewer and stormwater management program included management of a \$94.7 million capital budget, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant positive impact on improving water quality, improving sewer and stormwater levels of service, and reducing sewer backups.

The division managed \$19 million in street and sidewalk improvement contracts at locations identified in the Five Year Sidewalk and Street Reconstruction Plan. The Five Year Plan is updated annually in close coordination with the City's Commission for Persons with Disabilities. The plan emphasizes the City's commitment to a "complete streets" program, through which streets are designed for all users – pedestrians, cyclists, bus riders, drivers and residents.

Engineering also has extensive information management responsibilities. Engineering staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors, utility connections and flood plains, and respond to and fulfill requests for public information related to these records.

- Issued the fourth update to the City's Five Year Sidewalk and Street Reconstruction Plan, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. This year's Plan continues to emphasize a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents— and includes more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians. The Plan also emphasizes tree planting and protection during construction.
- Completed major roadway and sidewalk improvements, including: Whittemore Avenue, Harrison Avenue, Seagrave Road, Madison Avenue, Magoun Street, Columbus Avenue, Kimball Street, Kassul Park, Massachusetts Avenue (Hancock Street to Columbia Street), Douglass Street, Norfolk Street (Massachusetts Avenue to Harvard Street), Essex Street (Massachusetts Avenue to Harvard Street), Erie Street (Sidney Street to Magazine Street), Griswold Street, Loomis Street, Normandy Avenue, Normandy Terrace, South Normandy Avenue, Sunset Road, Pemberton Street (Massachusetts Avenue to Fairfield Street), Lowell Street, Henry Street, and Upland Road (Raymond Street to Huron Avenue).
- Continued several community processes related to upcoming major construction projects, including Kendall Square (Main Street) and the Alewife Sewer Separation Project community process (with a focus on Huron Avenue Contract A, which includes Larch Road, Grozier Road, Lexington Avenue, Lakeview Avenue, Standish Street, Vassal Lane from Lakeview to Standish, Malcolm Road and Hawthorne Park).



The Harvard Square Improvements Project, which included upgrades on Dunster St., Linden St., Plympton St. and JFK St., was completed in the spring of 2012.



Engineering, Administration and Streets staff touring a construction site. Pictured (l to r): Owen O'Riordan, Kathy Watkins, John Nardone, Bill Dwyer and Rebecca Fuentes.

Street and Sewer Maintenance

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and stormwater lines, more than 4,500 catch basins and 69 sewer and stormwater pumps.

Streets and sidewalk maintenance crews provide rapid response to sinkholes, inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs, and patch potholes. Sewer maintenance crews work to reduce flooding and improve water quality through preventive maintenance and provide emergency response as needed.

The division also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way; permits and inspects business sidewalk use; consults with contractors and utility companies; and provides technical assistance to homeowners.

- Completed 500 sidewalk repairs and 600 sewer preventative maintenance work orders, and cleaned 2,454 catch basins.

Snow Removal

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

Solid Waste

The Solid Waste division includes Street Cleaning, Rubbish Removal and Recycling. These programs work to improve the cleanliness of the city, while promoting a decrease in trash disposal and an increase in recycling.

The division manages weekly curbside pickup of single-stream recycling and trash from residential areas, public buildings and schools, as well as seasonal weekly yard waste collection, and pre-scheduled collection of large appliances. The division also operates a drop off Recycling Center and sponsors household hazardous waste collections three times per year. Day-to-day customer service, education and outreach are a priority for the division, as is the provision of technical assistance to schools and multi-family residences and collaboration with the Recycling Advisory Committee and community volunteers.

The division is also responsible for maintaining clean public ways through mechanical street sweeping throughout the city and more intensive street sweeping, sidewalk cleaning and litter collection in city squares. Citywide street sweeping runs from April through December, and includes vacuum sweeping three times per year to improve stormwater quality. Crews conduct regular power-washing of public area trash and recycling receptacles, and also operate a graffiti removal program through which approximately 500 incidents of graffiti are cleaned each year. Increasing the amount of sealed, solar-powered trash compactors and recycling bins in public areas has been a major focus in recent years, as has the implementation of citywide rodent control efforts in coordination with other City departments.

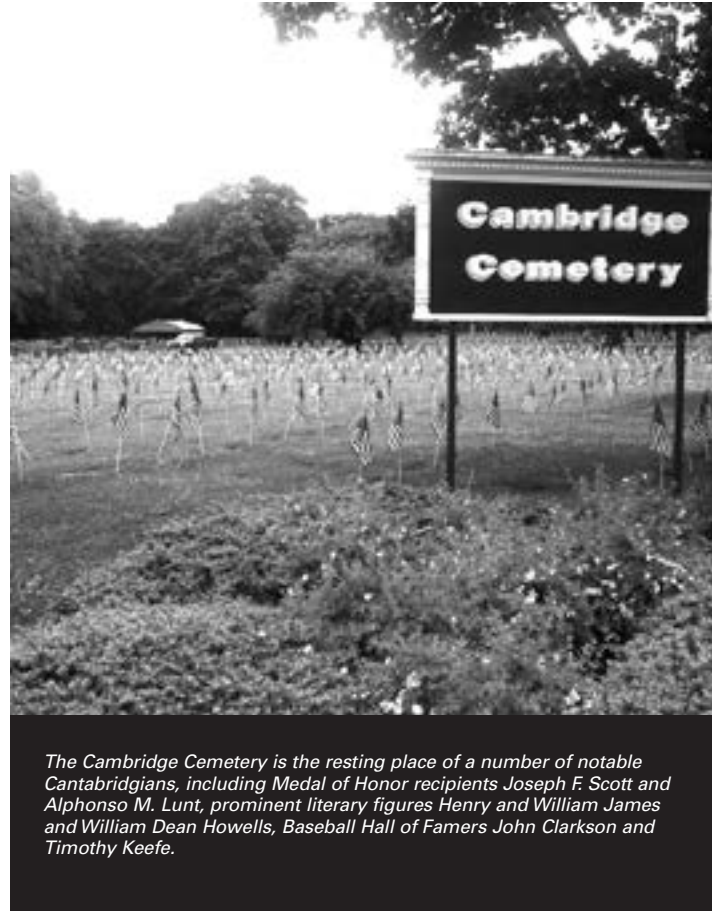
- Increased recycling by 6% as compared to FY11, while decreasing tons of trash disposed by over 2%. Since October 2010, when the City implemented single stream recycling, recycling tonnage has increased almost 15%.
- Initiated a feasibility study of a curbside food scraps collection program for residents and a possible pilot program for 500-800 households as part of the first year of a two-year grant from the MA Department of Environmental Protection.
- Expanded lunchroom composting at the Peabody, Cambridgeport, CRLS and Tobin Schools, while continuing the existing program.
- Installed more public area recycling bins in Central Square, along Cambridge Street, and at 36 parks and recreational areas across the city.
- Collected and disposed of 15,570 tons of household trash.
- Collected approximately 500 appliances, such as refrigerators, stoves, washers, dryers and air conditioners for recycling and collected CRTs (TV and computer Monitors) on a daily basis for recycling.
- Mechanically cleaned approximately 12,000 miles of streets, and removed 832 significant graffiti incidents through power-washing, and conducted regular steam-cleaning of litter baskets and other areas in public spaces.



This year, new specially-designed recycling bins were placed at a number of City parks, including Donnelly Field, Sennott Park, Raymond Park, Hoyt Field, Russell / Comeau Field, Rindge Field, Lindstrom Field, Tobin Field, Ahern Field, Clement Morgan Park, the Cambridge Common and at the Joan Lorentz Park. The parks were selected because they are used frequently for softball, soccer, basketball and football.



The Tree Ambassador/Water-by-Bike program educates residents and business owners about young tree care.



The Cambridge Cemetery is the resting place of a number of notable Cantabridgians, including Medal of Honor recipients Joseph F. Scott and Alphonso M. Lunt, prominent literary figures Henry and William James and William Dean Howells, Baseball Hall of Famers John Clarkson and Timothy Keefe.

Parks and Urban Forestry

This division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, playing fields, squares, plazas, medians and public building grounds. The division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites. In addition, it is responsible for implementing a program of arboriculture for approximately 17,500 public trees.

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

- Launched the Jr. Forester Program, through which young people can volunteer to help a young tree grow healthy and strong by weeding, watering and mulching. In year one of the program, 40 Junior Foresters earned their badges.
- Utilized Urban Forestry interns to conduct special projects, including conducting a summer Water-By-Bike/ Tree Ambassador Program, completing a citywide tree inventory/planning study and producing Web-based resources for the public, including tree care videos and a map-based tour of the Main Library's trees.

- Improved public open spaces through projects such as the development of a new planting plan and irrigation system at Dawes Island in Harvard Square, enhancements to the Veterans' Memorial on Huron Avenue, and expansion of the hanging baskets program through increased collaboration with businesses and organizations.
- Hosted neighborhood tree walks led by the City Arborist in North Cambridge, Agassiz and Cambridge Highlands.

Cambridge Cemetery

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

Public Works

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- Continued to implement the Cambridge Cemetery Master Plan, adding 100 burial spaces and completing repairs to 56 monuments and 12 historic staircases.

Public Buildings

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

- Improved public buildings through projects such as the painting of City Hall's interior common corridors in historically accurate colors using Community Preservation Act funding, improvements to the Moore Youth Center's kitchen facilities, improvements to the Finance Department's payment window, and the renovation of the Public Works Frazier Building's accessibility lift.

Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair and emergency services for approximately 300 City-owned vehicles and equipment, and develops written specifications for the purchase of new motorized equipment for DPW and other City departments.

- Purchased replacement vehicles in accordance with the City's Green Fleet policy, including three more fuel-efficient pick-up trucks and a Chevy Volt.
- Conducted biannual inspections of 250 taxis.

Off-Hours

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



The Public Buildings Division is responsible for overseeing custodial services, maintenance and renovations in all City buildings.



The Vehicle Maintenance Division has increasingly incorporated recycled products into its maintenance program, including re-treaded tires and recycled oil and other engine fluids.



Streets and Sidewalks Maintenance crews perform inspections and repairs throughout the city. Here, crews perform repairs on the raised intersection at Rindge Avenue and Yerxa Road.



The Engineering Division oversees construction projects in the City, such as Cambridgepark Drive Area Drainage Improvements and Stormwater Wetland Project (pictured). When complete, the project will provide significant environmental benefits by minimizing flooding and protecting Fresh Pond and Alewife Brook.

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

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. The City collaborates with the cities of Arlington, Belmont, Brookline, Lexington, Newton Weston, Waltham, Watertown and Winchester in a Cooperative Fuel Bid and with the Metropolitan Area Planning Council for office supplies, recycled paper, vehicles and lamps and ballasts. The Purchasing Office encourages purchase of environmentally preferred products, oversees the Print Shop and Mail Room and disposes of surplus City property.

Some of the Purchasing Office's other responsibilities include:

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

Highlights and Accomplishments

- The online bidding process developed by the Purchasing Department in FY10 has served as a model used by other Massachusetts Purchasing departments.
- Processed and monitored over 533 contracts, change orders and amendments.
- This office focused on improving efficiency and quick turn-around for documents and has successfully accomplished this by emailing contracts directly to vendors.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products. Staff work closely with the Green Fleet Committee to ensure vehicles that are purchased have the least amount of an environmental impact as possible.

- Cross-trained all staff on Peoplesoft Financials, the internal bid tracking system and contract administration. Senior staff in the Purchasing Department are Massachusetts Public Purchasing Officials certified by the Inspector General's office. New employees are currently going through the process.
- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000 and for quotes between \$5,000 and \$24,999.99.
- Expanded the City's role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Collaborated with various regional partners and the GSA (General Services Administration) to execute contracts for road salt, fuel and radio equipment.

General Services Highlights and Accomplishments

General Services/Print Shop

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

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

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

- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Provided printing, finishing and binding services to various City departments for a variety of projects including: City Council meeting/roundtable packages; Budget Notebooks; Community Preservation Act presentation documents; Water Department's Annual Water Quality Report; Rating Agency Presentation; Police Department training manuals: CPR Training, Legal Issues for the Massachusetts Police Professional, Police First Responder Training; Veterans' benefits and services brochure; Public Works Snow Operations Manual; Abutter notices for Community Development projects; parking ticket and RMV change notices; postcard notifications for public meetings; Library's Guide to Newspapers and Magazines; a calendar for Traffic Department featuring Cambridge photos from the annual resident sticker contest.

Schools

Jeffrey M. Young, Superintendent of Schools • 159 Thorndike St., Cambridge • 617.349.6400

The Cambridge Public Schools (CPS) strive to provide academic excellence and social justice for ALL students. Total enrollment during school year 2011-12 was 6,224 students.

This year, CPS engaged in the final planning and design work for a major transformation process, The Innovation Agenda. Extensive program development, transition activities and facility planning have been undertaken so that in September 2012, CPS will offer:

- Twelve elementary schools including ten JK-5 schools, a Montessori school serving students aged 3 through grade 5, and a JK-8 Spanish dual immersion school.
- Three language immersion opportunities: Spanish, Chinese and Portuguese.
- An Upper School Network offering a consistent and rigorous academic program and enrichment opportunities to students in grades 6-8 at four campuses located across the city.
- One award-winning high school, the Cambridge Rindge and Latin School (CRLS), composed of four learning communities and a school of technical arts.
- An alternative high school program, The High School Extension Program.

With approximately 260, 6th – 8th grade students per upper school, Upper School communities will experience the closeness and community we value, while providing the critical mass of students and teachers required to offer rich programming. The academic program will be complemented by out-of-school-time options made possible through an 8:55 a.m. to 2:55 p.m. daily schedule shared across all schools in the network. In addition, the rigorous curriculum and broadened community will prepare our students for their transition to the high school.

The upper schools are just one component of the district's rebirth. The school year began with the unveiling of a major new look for CRLS. This dramatic renovation integrates state-of-the-art instructional technology, outstanding arts and recreation facilities, and LEED silver designation design standards into an attractive and welcoming high school environment. The \$118 million renovation was completed on time and under budget. The next building slated for renovation is the Dr. Martin Luther King, Jr. School and Putnam Avenue Campus. Architects have been selected and design is scheduled to begin this summer.

Highlights and Accomplishments

CPS teachers, curriculum coaches and administrators have worked diligently to align the curriculum at all grades with national and state standards, while emphasizing staff development and resources to support the diverse learning needs of all students within our district. Among the activities supporting this goal of differentiating instruction were:

- Piloting the data-driven Response to Intervention Program at 4 elementary schools.
- Increasing the number of JK-5 teachers who complete DESE Certification in mathematics, and the number participating in the Reading Certification Program offered by Salem State University.
- Implementing extensive training in strategies to assess and scaffold instruction for English Language Learners.

- Developing an Academic Challenge Policy including a "subject acceleration protocol" for students assessed as significantly above grade level in a subject area; and creation of a new staff position, Academic Challenge and Enrichment Support Manager.
- Continued piloting of the Positive Behavioral Intervention and Supports (PBIS) program, designed to teach and reinforce behavioral skills at 2 elementary schools.
- Improving supports for students with disabilities, including aligning the substantially separate classrooms within one elementary school "home" to reduce the number of transitions for special education students; simplifying the structure of special education oversight; and creating a new position, Teacher-In-Charge of 504 Plans.
- Developing a new special education classroom for students with language based learning disabilities, under the guidance of consultant Dr. Jerome Schultz, to open at the Cambridgeport School next year.
- Launching the self-study process at CRLS, as part of the National Association of Schools and Colleges (NEASC) Accreditation process.
- Growth and success of the Aspiring Leaders Network for teachers in grades JK-8, which strengthens teacher leadership and development including teacher-led initiatives to infuse quality teaching into all classrooms.

The district also welcomed many new staff in key leadership positions:

- CRLS students and faculty welcomed Damon Smith as the school's new Principal, having served previously as the school's interim principal.
- Four new Heads of Upper Schools were announced: Jamel Adkins-Sharif (Vassal Lane Upper School), Mirko Chardin (Putnam Avenue Upper School), Manuel Fernandez (Cambridge Street Upper School), and Ralph Watson (Rindge Avenue Upper School).
- Christopher Aufiero was appointed to the position of Athletic Director at Cambridge Rindge and Latin School.
- Dr. James Kelleher was named JK-12 Coordinator of World Language.
- Martha Mosman was named Principal of the Tobin Montessori School, having served previously as the school's interim principal.



CPS Eighth Graders explore biotechnology with Biogen Idec.

Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

Resident Permit Parking Program:

- Submissions for the 2012 Resident Permit Photo Contest increased by 44% over the previous year to 234 entries, which included views of City buildings, special events and nature scenes. The winning photo, titled "Opportunity" by Tom Long, is of the new Cambridge Public Library main entrance.
- Due to the number of outstanding submissions for the annual Resident Permit Photo Contest, the Parking Services Division, in collaboration with the City's Print Shop, designed a limited edition 2012 calendar featuring selected photos from the competition.
- Resident parking stickers were redesigned with adhesive on the top and bottom only, so they are easier for Cambridge residents to apply and remove.
- From November 1 to January 31, a total of 26,985 resident parking permits were issued. Online renewals continue to grow; of the 16,756 eligible online applicants, 8,855 used the online renewal application. Again, a voluntary contribution feature was offered; these additional resources will be dedicated to programs and projects supporting the City's commitment to becoming a sustainable green community; 426 residents contributed \$5,567 during the November through January annual permit renewal season.

TP&T is an active participant in the Kendall/Central Study:

- In Kendall Square, only 42% of employees drive alone to work.
- Despite over four million square feet of development in Kendall Square over the past 10 years, traffic volumes have remained consistent or dropped, allowing for additional development growth that can be accommodated within the transportation network, as well as opportunities to re-construct over-built roads into more active and vibrant pedestrian places.
- Advocacy for improved transit service to Kendall Square will be very important going forward.

New Development:

- The department has reviewed traffic analysis, building permits and construction management plans for more than 10 projects being permitted by the Planning Board, totaling approximately two million square feet and including almost 700 housing units.

Traffic Signals:

- Continued to make changes to meet ADA regulations at 12 signal control boxes.
- Made improvements to Massachusetts Avenue and Churchill Avenue to add left turn phase and improve pedestrian timing.
- Made pedestrian improvements at Mt. Auburn Street at Aberdeen Avenue.
- Repaired broken conduit at three locations.

Bike Parking:

- Provided financial and installation support to the Community Development Department's bike parking program, which installed 350 bicycle racks serving 700 bicycles.
- The department continued to perform inventories of bicycle parking in the Squares.

- The number of bikes in Harvard Square rose 11%, even though the construction in Harvard Square made some bike parking unavailable.
- Harvard Square had 370 parked bikes on the day the 2011 inventory was performed. There are over twice as many bikes as metered parking spaces in Harvard Square.

MassDOT Accelerated Bridge Program:

- The most difficult stage of the Craigie Bridge and Dam Reconstruction (O'Brien Highway at the Museum of Science) was completed with far less adverse impact than people feared. Local municipalities and State agencies worked together to manage the traffic detours.
- BU Bridge work was completed in fall 2011 and the bridge reopened with marked bike lanes. The Magazine Street pedestrian bridge construction was sufficiently completed to reopen in July.
- Reconstruction of the Anderson Bridge started in spring 2012.

Parking:

- Pay stations were installed in Harvard Square on Plympton and Linden Streets, allowing the narrow sidewalks to be made accessible for all users.
- Contracted with the MBTA to handle the counting of meter coins collected. This arrangement frees up a more competitive process for the City's financial services contract.
- Discounted winter parking was offered to residents in the First Street Garage.
- Working with the DPW and the Arts Council, artwork panels were installed in the windows of the vacant retail spaces in the First Street garage along First Street.
- Began Phase IV of the Parking Garage Multi-year Maintenance Program:
 - ◆ Repairs at the Green Street Garage consist of concrete repairs to garage floors and columns, application of waterproofing coatings to the stair tower roofs and landings, replacement of window infills, modification of the wall near the garage exit to include a glass window for increased visibility, and repairs to the floor drainage pipes.
 - ◆ Repairs at the First Street Garage consist of concrete repairs to deteriorated concrete stair tower landings and concrete stairs, installation of new treads on metal pan stairways and replacement of various floor drains that are in deteriorated condition.

Parking Enforcement:

- Hired and trained four new Parking Control Officers.
- Added photo capability to handheld ticket writing machines; Parking Control Officers can now take pictures when needed to clarify enforcement.

Veterans' Services

Stephen A. Vesce, Director • 51 Inman St., Cambridge • 617.349.4761

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. c. 115) to those veterans/dependents who are in need. In FY12, \$629,254 in assistance was disbursed. The cost of this benefit program is reimbursed to the City, by the Commonwealth, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$4.0 million in federal monies for VA pensions, compensations and benefits during fiscal year 2012. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department also assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the department assists veterans who are totally service-connected disabled, parents/spouses of veterans killed-in-action or those who died as a result of a service-connected injury, in applying for a \$2,000 annual annuity, which is provided tax free from the Commonwealth. The department assists Veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere. Veterans' Services also coordinates public events on Patriots Day, Veterans Day and Memorial Day, including the Memorial Day parade and the decoration of veterans' graves with an American flag.

Highlights and Accomplishments

- Participated in the testing of a new Web-based portal, which was developed by the state, that will provide easy access to veterans in exploring the benefits and services provided by the Commonwealth and the VA.
- Continued to enhance the department's Website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with 22-CityView, we continue to air the veterans' benefits informational public service announcement regarding our assistance program, which has significantly increased our outreach capabilities.



Massachusetts Bicentennial Battery Cannon Memorial Day 2012. (Photo by Cynthia Abatt)



Bagpiper Edward O'Callaghan Veterans' Day 2011.
(Photo by Cynthia Abatt)

- Worked closely with the Assessing Department to outreach to veterans, and/or their surviving spouses who may be eligible for FY12 veterans' property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11, as well as the new entitlement for those who have served subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- In collaboration with the United States Postal Service, participated in the Central Square Post Office's Veterans Day Observance.
- Assisted in the rededication of Taylor Square in North Cambridge and the Valenti Library in East Cambridge. The namesakes of both squares were killed-in-action in defense of our country.
- Assisted in welcoming home the troops of Co C., 181st Infantry upon their return from Afghanistan.
- Assisted in delivering Thanksgiving Day turkey dinners donated by the State Department of Veterans' Services to needy veterans and their families.
- Projected to assist 22 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. c. 115 clients. As of January 2012, 2 cases have been awarded favorably.

Water

Sam Corda, Managing Director • 250 Fresh Pond Pkwy., Cambridge • 617.349.4770

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 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. CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering, Water Quality and Treatment Operations, Transmission and Distribution, and Watershed Protection. The department's responsibilities include:

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

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

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

All operating, capital and debt service for CWD are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption.

Highlights and Accomplishments

- The Energy Efficiency and Process Optimization Audit was completed. Initiated implementation of several recommendations from the audit that should result in significant energy savings.
 - ♦ Seasonal (winter and summer procedures) raw water pumping efficiency and demand management program implemented.
 - ♦ Implemented energy saving process changes (i.e. extended filter runs).
- Held the 5th annual Fresh Pond Day on May 19.
- Produced over 4.7 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Provided over 70 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Completed/continued cooperative infrastructure projects on: Portland Street, Cambridge Park Drive, Discovery Park, Contract 14 Sewer Separation and Forest Street (Phase II Sewer Separation).
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Completed repair work on the vent structure of the Stony Brook Conduit in Watertown.
- Completed backflow prevention device testing and re-testing for inventoried devices and continued surveying facilities for cross connections throughout the City.
- Started an upgrade of the department's Website to allow for easier access and maintenance of vital information.
- Distributed 2011 annual "Consumer Confidence Report" on drinking water quality via direct mail and through the department Web page.
- Conducted the biannual leak detection of the distribution system and found and repaired 13 leaks.
- Responded to and repaired all water main or service leaks in the water distribution system.



Children participate in 'fix-a-leak' during Fresh Pond Day.

- Updated the long range capital plan for the water system.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 61,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Completed restoration of Black's Nook, Phase III of the Glacken Slope and the Winter Street and Trapelo Road Gatehouses.
- Initiated implementation of the "Shared Use Recommendations" for Fresh Pond Reservation, following a lengthy public process to identify recommended improvements to enhance user experiences at the Reservation.
- The Fresh Pond Reservation and Volunteer Stewardship Programs coordinated over 700 hours of volunteer work.
- Continued to review, monitor and inspect major development projects in the watershed.
- Installed a new weather station on City owned property in Lincoln within our watershed.

Division Overviews and Highlights

Administration/Business/Information Technology

This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development, meter reading operations, water use billing, customer service and information technology services. It also performs quality control inspections for leaks, faulty meter registrations, damaged meters and illegal water connections; implementing and maintaining a cross connection control program.

- Managed the \$19 million budget from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that include: processing of quarterly water and sewer bills; paying hundreds of vendors and contractors; and maintaining numerous PC's, printers, copiers and plotter.
- Surveyed facilities for potential cross connections to the public water supply; tested backflow prevention devices; issued leak letters; replaced meters and installed MTUs; and visited facilities to assist property owners in resolving leak/billing issues.

Engineering and Program Development

- This division is responsible for overseeing capital improvements; performing design; distribution system modeling; maintaining maps and records; reviewing and issuing permits; and coordinating technical activities throughout the city.
- Provided design and/or review comments and construction monitoring services for upgrades/alterations to existing water mains on Massachusetts, Putnam, Western, Whittemore, Madison, Harrison, Concord, Lopez, Lakeview, Columbus, Magnolia Avenues, Seagrave Road, Acorn and Cambridge Park Drives, Industrial Park Road, Kassul Park, Land Blvd., Concord Turnpike, Broadway, Spinelli and Smith Places and Magoun, Kimball, Flagg, Prentiss, Oxford, Lowell, Charles, Bent, Dunster, Education, Binney, Fawcett, Frost, Second, Eighth, Seventh, Sixth, Fifth, Third, First, Rogers, Sherman, Main, Moulton, Wheeler, Spring



Work is in progress on Phase III of the Glacken Slope Restoration Project.

Fulkerson, Griswold, Kinnaird, Banks, Osborne, Sciarappa and Cedar Streets.

- Continued the updates of the Geographical Information Systems (GIS) Mapping.
- Completed support for the final calibration of the hydraulic model which included verification of mainline gate valve positions.
- Continued to support the refurbishment of City park irrigation systems in conjunction with the Department of Public Works' Park Division. Our participation was for water accountability and back-flow prevention.
- Updated the long range capital improvement plan (5, 10 and 20-year) for the entire water system in coordination with DPW's 5 year capital improvement plan.
- Issued over 545 permits that included fire pump testing, hydrant use and construction.

Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. State-of-the-art treatment processes and control systems have been incorporated into this facility to ensure the continued compliance with current and future water quality regulations. Continue to provide laboratory analytical services to other operational divisions (e.g. watershed and distribution), and as a customer service to all Cambridge water users (e.g. Cambridge schools, home owner lead testing and monitoring of new construction projects). Coordination of water system operations with Massachusetts Water Resources Authority (MWRA), the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) has continued. This included performing routine operations coordination, water quality sampling and data review.

- Initiated optimizing various processes to minimize energy use while maximizing water quality.



A group of volunteers weeding at Fresh Pond Reservation.

- Continued optimization of the Water Treatment Plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continued laboratory performance evaluation activities to maintain and expand DEP analytical certifications.

Transmission and Distribution

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission and distribution mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 180 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,840 fire hydrants, 4,450 main valves, 18,300 valve boxes and 14,060 services within the water system.

The transmission pipeline (Stony Brook Conduit) begins in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified in the plant at Fresh Pond Reservation and then pumped to the Payson Park Reservoir located in Belmont, via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

A coordinated effort continues with the DPW in connection with ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements are performed in conjunction with the sewer separation and storm water work as feasible and as funding allows. This cooperative effort not only reduces cost and improves efficiency, but also minimizes disruption to the public by incorporating all future work into a City construction project. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone and Cable TV.

- Replaced/repared 49 fire hydrants, repaired over 47 leaks, installed or repaired 109 valves, performed over 3,345 utility mark-outs and approximately 2,054 construction inspections.
- Replaced and rehabilitated approximately 10,395 linear feet of water mains (5,386 feet were installed by CWD staff); eliminated approximately 10,275 linear feet of old 6" parallel water mains and eliminated approximately 29 of the approximately 1,700 lead services targeted for replacement.

Watershed

This division is responsible for the management and operations of the City's three reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The reservoirs are Hobbs Brook, Stony Brook and Fresh Pond. The division develops, implements and monitors complex watershed protection plans that include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management. The priorities continue to be source water protection and management that include: the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey; source water protection plan; maintenance and improvements to reservoirs, infrastructure and landscaped/forested areas; site plan development review and construction monitoring; and the implementation of the Fresh Pond Master Plan priorities.

- The Cambridge Watershed Surface Supply Protection Plan was approved by the Massachusetts Department of Environmental Protection (Mass DEP).
- The restored Black's Nook was opened for public use.
- The design for the repair of damage to the Hobbs Brook Reservoir Dam and spillway caused by the March 2010 rain events was completed.
- Continued to review, monitor and inspect major development projects in the watershed which includes the Winter Street Bridge Project, Route 128 Waltham section reconstruction, former Polaroid facility redevelopment and the Route 128 truck stop.
- The Hobbs Brook Reservoir and Tapelo gatehouse reconstruction has been completed.
- Coordinated the City's annual Fresh Pond Day, also supported and planned nature-based programming in partnership with the Friends of Fresh Pond Reservation and the Maynard Ecology Center.

Weights & Measures

James Cassidy, Jr., Sealer • 831 Massachusetts Ave., Cambridge • 617.349.6133

The Department of Weights and Measures enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local businesses. The department seals or condemns devices tested and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the Commonwealth of Massachusetts Division of Standards. The department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.

Highlights and Accomplishments

- Provided a Consumer Impact Statement to Division of Standards of Commonwealth of Massachusetts that details the savings passed on to consumers by conducting inspections in Cambridge.
- Working as a member of a National Institute of Standards and Technology working group on revising Taximeter code for Handbook 44, *Specification, Tolerances, and Other Technical Requirements for Weighing and Measuring Devices*.
- Working as a member of a work group with National Conference on Weights and Measures on developing of a method of sale for selling energy for electric car charging stations.

Women's Commission

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

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

- **Young Women:** Along with Cambridge Public Health, co-sponsored the 3rd annual Promtacular workshops for CRLS teen girls; topics included self image, healthy relationships and healthy choices through the lens of prom. Hosted 15th annual 5th Grade Girls' Sports Day, providing nearly 200 girls a day of physical fitness activities.
- **Research:** Authored and published *Immigrant Women's Roundtable Report: A comprehensive look at immigrant women and their families living in Cambridge* in January 2012. Presented findings to local leaders at various forums throughout the city. Consulted with City agencies to use the data to inform policy and programming decisions. Distributed *You Find Your Strength II, A guide for women and their families who are homeless in Cambridge and Somerville* to groups working with homeless women.
- **Economic:** Participated in the first annual Women's Advocacy Day at the Massachusetts State House, a day designed to highlight legislation addressing equal pay, paid sick days, equality in disability insurance and rights for survivors of domestic violence. Served on the Massachusetts Paid Sick Leave Coalition, a strategic bipartisan effort to work with legislators to help Massachusetts require employers to provide paid sick leave for workers - many of whom are low-income women.
- **Immigrant Women:** Directed the Immigrant Women's Roundtable, working with immigrant women and families to promote better connections and services for immigrant women in Cambridge. As a member of the Community Engagement Team Networking Planning team, helped organize three community forums for service providers on issues affecting immigrants living in Cambridge.
- **Arts:** Co-sponsored the Women, Action & the Media Boston Film Festival at the Brattle Theater in Harvard Square, showcasing and celebrating the latest films by up and coming female filmmakers. At Cambridge Main Library, hosted a viewing of the documentary *Straightlaced, How Gender's Got Us All Tied Up* for CRLS students, followed by a facilitated discussion about gender roles and norms. Co-sponsored Fufu & Oreos, a one-woman public theater performance at Jill Brown-Rhone Park.
- **Domestic Violence (DV):** Served on planning committee for *UNSAFE at Home: A Strategy Summit on Domestic Violence in Cambridge* and *UNSAFE at Home: Next Steps*. Throughout October, promoted community-wide awareness of DV, this year focusing on DV and technology. Coordinated and chaired the Domestic Violence Task Force meetings. Developed a poster campaign on anti-harassment aimed at teens focused on appropriate and inappropriate texting.
- **Women's History:** Sponsored numerous events commemorating International Women's Day (IWD), including a panel discussion on Cambridge's history of welcoming immigrants with Cambridge Women's Heritage Project. Served on planning committee to bring the ever-popular IWD Breakfast to more than 200 Boston-area women. This year's topic was *Ending Violence Against Women: Pathways to Power, Resilience and Leadership*.
- **Community:** Sponsored *Women and Words!*, a quarterly community discussion group to address issues impacting women's daily lives. This year's topics included *Our Bodies Ourselves'* 40th anniversary, local author Jaclyn Friedman, and gender and sexuality in Iran. Participated in the Cambridge Conversation roundtable, *How women's issues are being used as a political football*. Attended the Center for Women and Work's annual community "Gathering at the Well" event. This year's topic was *The F Word, How Feminism Fits*.



About the City's Seal

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

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

City Council:

Mayor Henrietta Davis
Vice Mayor E. Denise Simmons
Councillor Leland Cheung
Councillor Marjorie C. Decker
Councillor Craig A. Kelley
Councillor David P. Maher
Councillor Kenneth E. Reeves
Councillor Timothy J. Toomey, Jr.
Councillor Minka vanBeuzekom



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