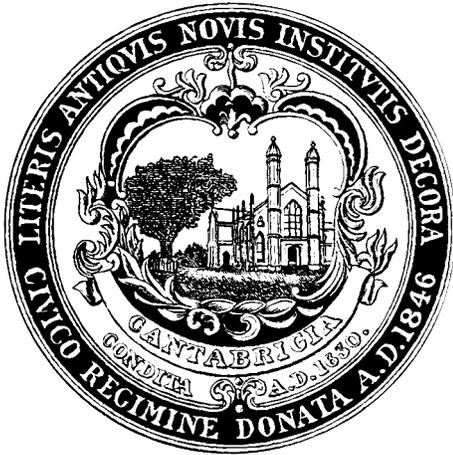




City of Cambridge Annual Report

2002/2003



About Cambridge

With over 100,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community with more than one in five residents being foreign born. Students from 64 nations attend Cambridge public schools, and their families speak 46 different languages.

Front Cover:

Since 1979, more than 150 artworks have been publicly sited in Cambridge through the City's Percent for Art program. Implemented by the Cambridge Arts Council, the guiding principle for this program is to commission artworks that become fully integrated with the surrounding environment to create, enrich or reveal a sense of place. In keeping with this principle, the majority of the artworks in the collection are created in active response to the character and history of their sites and reflect the creative exchange between artists and the community. Today, public art can be found in a variety of locations throughout Cambridge including youth and senior centers, schools, libraries, parks, plazas and sidewalks. For more information about the Public Art/Percent for Art program, contact the Cambridge Arts Council at 617.349.4380 or visit the CAC web site at www.cambridgeartscouncil.org and take a virtual tour of the collection.

Cover Photos:

(front, from left) "Turnaround/Surround" by Mierle Laderman Ukeles (Danehy Park, image Richard Pasley); "Drawn Water" by Mags Harries & Lajos Héder (Fresh Pond Water Treatment Facility, image Christopher Barnes); "Sitting Coves" by Lillian Hsu (Gately Youth Center, image Warren Patterson); "Multicultural Manifestos" by Ritsuko Taho (Carl Barron Plaza/Central Square, image Peter Harris); "Gate House" by Lloyd Hamrol (Front Park, image courtesy of CAC)

(back, from left) "Stairs" by John Tagiuri (Area IV Youth Center, image courtesy of CAC); "Spiral" by David Phillips (Quincy Square, image courtesy of CAC); "Inner City Totum II" by Vusumuzi Maduna (Margaret Fuller House, image courtesy of CAC)

City Manager's Message



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 fiscal year 2002-2003 Annual Report.

The past year has been a challenging one, given the enduring economic downturn, cuts in state aid and new demands in the area of homeland security. However, the City has continued to weather the storm better than most, achieving remarkable progress in many different areas. This report provides you with a brief overview of City departments, including highlights and accomplishments of the past fiscal year. A few key accomplishments are presented below.

- After presentations to three major national credit rating agencies, Cambridge continues to retain its status as one of only a handful of cities nationwide to earn three AAA ratings for fiscal management. This is the highest rating that can be awarded to a municipality. This continues to affirm the City's sound financial policies and procedures that will enable taxpayers to save millions of dollars in interest costs over the next few years.
- I am happy to report great progress on a number of significant capital projects, including renovation of the City Hall Annex and renovation and expansion of the Main Library on Broadway, two of the City's most notable public buildings.
- The City Hall Annex began complete interior reconstruction in 2002 and is expected to be ready for occupation by City departments in early 2004. The Annex will be the City's first "green building" with renewable energy sources and state-of-the-art efficiency measures throughout. Meanwhile, the Main Library's architectural design team and Design Advisory Committee forged ahead, holding a series of public meetings and reaching broad public consensus on the conceptual design of the new building and surrounding landscape.
- In the fall of 2002, the City began reaping the benefits of voter approval of the Community Preservation Act (CPA), receiving over \$5 million in state matching funds for projects related to affordable housing, historic preservation and open space protection. We anticipate receiving a similar level of CPA matching funds from the state in FY04.
- Creating and preserving affordable housing continues to be a high priority in Cambridge. This past year, the City initiated the creation and preservation of over 70 affordable rental and homeownership housing units. In addition, the City launched a new middle-income housing program that has already assisted families with incomes up to 120% of area median income, such as teachers and other City employees, to buy a home in Cambridge.
- Accessing City resources and information has never been easier since we launched the new City of Cambridge Web site in August 2002. The site continues to expand as a useful tool for residents, employees, business owners and visitors. With a dynamic, yet user-friendly look and feel, the new site provides easy access to City information as well as the ability to transact business remotely through the new online payment options.
- In May 2003, the City Council approved our FY04 operating budget of \$341,293,667 and capital budget for \$66,495,110, as well as the five-year capital plan. The capital budget will be used to support a variety of technology, public safety, building, school, roadway, water, street and sewer reconstruction projects throughout the City.

These represent only a small fraction of the past year's many remarkable accomplishments. I encourage you to browse through the rest of this report to learn more about how our City departments have worked to ensure that Cambridge continues to be a great place to live, work and visit.

Very truly yours,

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
City Hall, 617.349.4376

Arts Council

Jason Weeks, Director
51 Inman Street • Cambridge, MA 02139
617.349.4380 • TTY 617.492.0235

Assessing

Faith McDonald, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

David Kale, Director
City Hall, 617.349.4270

Cable TV

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

City Clerk

D. Margaret Drury, City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Asst. to the City Council
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

Beth Rubenstein, Asst. City Manager
for Community Development
238 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
238 Broadway • Cambridge, MA 02139
617.349.4680 • TTY 617.349.4621

Consumers' Council

Paul Schlaver, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6150 • TTY 617.349.6112

Election Commission

Teresa Neighbor, 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
489 Broadway • Cambridge, MA 02138
617.349.6911 • TTY 617.499.9924

Emergency Management

David O'Connor, Director
147 Hampshire St. • Cambridge, MA 02139
617.349.4842 • TTY 617.349.4805

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

Health

Harold Cox, Chief Public Health Officer
119 Windsor St. • Cambridge, MA 02139
617.665.3800

Historical Commission

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

Human Rights Commission

Quoc Tran, Director
51 Inman Street • Cambridge, MA 02139
617.349.4396 • TTY 617.492.0235

Human Services

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

Inspectional Services

Robert Bersani, Commissioner
831 Mass. Avenue • Cambridge, MA 02139
617.349.6100 • TTY 617.349.6112

Law

Donald A. Drisdell, City Solicitor
City Hall, 617.349.4121

Library

Susan Flannery, Director
449 Broadway • Cambridge, MA 02138
617.349.4040 • TTY 617.349.4421

License Commission

Benjamin Barnes, Chair
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Michael A. Sullivan, Mayor
City Hall, 617.349.4321

Management Info. Systems (MIS)

Mary Hart, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.4140 • TTY 617.349.4421

Peace Commission

Catherine Hoffman, Director
51 Inman Street • Cambridge, MA 02139
617.349.4694 • TTY 617.492.0235

Personnel

Michael Gardner, Director
City Hall, 617.349.4332

Police

Ronnie Watson, Commissioner
5 Western Avenue • Cambridge, MA 02139
617.349.3300 • TTY 617.499.9924

Police Review Board

Malvina Monteiro, Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6155 • TTY 617.349.6112

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

Dr. Thomas Fowler-Finn, Superintendent
159 Thorndike St. • Cambridge, MA 02141
617.349.6494 • TTY 617.492.0235

Traffic, Parking and Transportation

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

Veterans' Services

Robert Stevens, Director
51 Inman Street • Cambridge, MA 02139
617.349.4761 • TTY 617.492.0235

Water

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

Weights & Measures

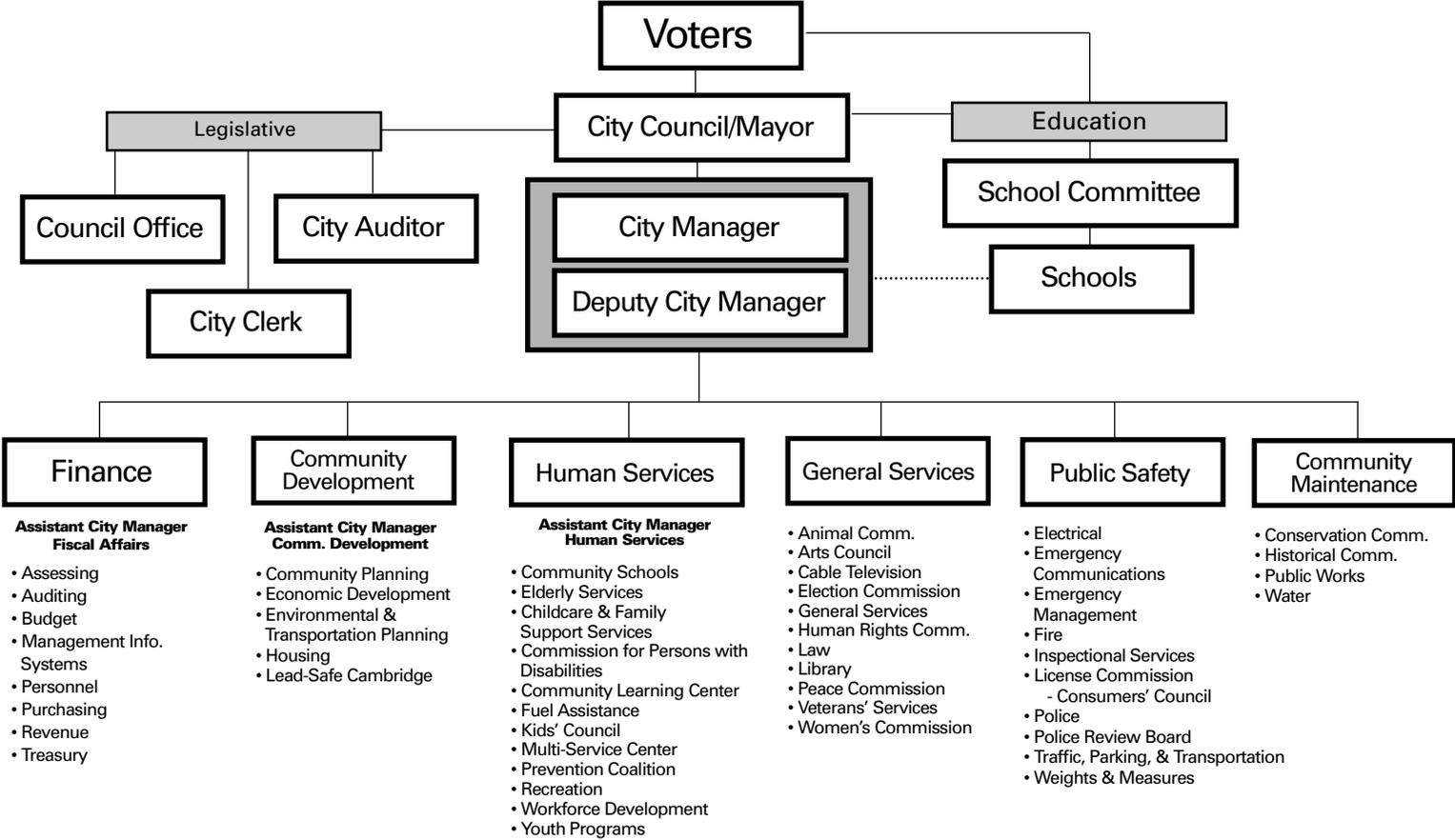
James Cassidy, Jr., Sealer
831 Mass. Avenue • Cambridge, MA 02139
617.349.6133 • TTY 617.349.6112

Women's Commission

Nancy Ryan, Director
51 Inman Street • Cambridge, MA 02139
617.349.4697 • TTY 617.492.0235

Organizational Chart

The City of Cambridge is governed by the Plan E Form of Government. Nine City Councillors are elected at large every two years. The Council elects a Mayor and a Vice Mayor, with the Mayor serving as the City's political leader and as chair of the City Council. The Mayor also chairs the School Committee. The City Council appoints a professional City Manager to serve as the City's Chief Executive Officer.



Pictured (l to r): Assistant City Manager for Human Services Jill Herold, Assistant City Manager for Fiscal Affairs Louis DePasquale, Assistant City Manager for Community Development Beth Rubenstein and Deputy City Manager Richard C. Rossi.

Cambridge At A Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

101,355 (2000, US Census)

Population Density:

15,763 Persons per square mile
(2000, CDD)

Person(s) Per Household:

2.03 Persons (2000, US Census)

Median Age:

30.4 Years (2000, US Census)

Lived in Cambridge**Five Years Ago**

50.7% (2000, US census)

Foreign Born:

25.9% (2000, US Census)

Home Language other than English:

31.2% (2000, US Census)

Common Languages other than English:

Spanish, French/French Creole, Chinese, Portuguese, Indic languages (including Hindi, Gujarati, and Urdu) and Korean.
(2000, US Census)

Racial Diversity:

68% White
12% Black
12% Asian
3% Other
5% Two or More Races
(2000, US Census)

Hispanic Diversity:

7% of Residents w/Hispanic Background (2000, US Census)

Adult Educational Attainment:

65.1% College or Graduate Degree
12.2% Some College
12.2% High School Diploma
10.5% No High School Diploma
(2000, US Census)

College & Graduate Students:

31,069 - Enrolled in Degree Program (includes non-residents)
(2003, CDD)

Poverty Status

8.7% of families
12.9% of Individuals
(2000, US Census)

Registered Vehicles:

55,776 (2002, Mass. Registry of Motor Vehicles)

Housing Units:

44,725 (2000, US Census)

Owner Occupied Housing:

31% (2000, US Census)

Median Housing Sales Price:

\$610,000 Single Family
\$662,000 Two Family
\$348,000 Condominium
(2003, CDD)

Typical Rental Price:

\$1,400 One Bedroom,
\$1,725 Two Bedroom,
\$2,300 Three Bedroom
(2003, CDD)

Median Household Income:

\$47,979 (2000, US Census)

Jobs:

113,465
(2001, Mass. Division of Employment & Training)

Average Annual Wage:

\$57,521
(2001, Mass. Division of Employment & Training)

Resident Unemployment Rate:

3.3%
(April 2003, Mass. Division of Employment & Training)

Major Employment Sectors:

Education, Engineering & Management Consulting, Computer Hardware & Software, Restaurants, Health Care
(2000, Mass. Division of Employment & Training)

Property Tax Rate:

Residential \$7.26
Commercial \$18.67
(per \$1,000 of assessed value)

Government:

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

Annual Operating Budget:

\$341 million
(FY 04 - starting July 1, 2003)

Public Schools:

12 elementary schools, 1 high school

Private Schools:

12, plus 1 charter, and numerous pre-schools

Higher Education:

Harvard University, Massachusetts Institute of Technology, Lesley University, Cambridge 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, Youville Hospital

Fire Protection:

8 fire stations, 278 sworn fire fighters, 6 civilians

Police Protection:

1 police station, 266 sworn officers, 30 civilians

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.

Faces of 51 Inman Street

This page is dedicated to City of Cambridge employees who work hard year-round to provide excellent quality services. Here are some of the faces from departments housed at 51 Inman Street. Due to space limitations, we are not including captions and names.



Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

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

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares bi-annual reports for the Equal Employment Opportunity Commission (EEOC).

Minority Business Enterprise Program (MBE): The Affirmative Action Office monitors construction contracts in excess of \$50,000 to ensure that at least 10 percent of contract or sub-contract business goes to State Office of Minority Business & Women Association (SOMBWA) certified businesses.

Highlights and Accomplishments

- Assisted some of the larger departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for department head and professional (01 and 02) positions.
- Collaborated with the State Human Resources Division, City departments and the Affirmative Action Advisory Committee to promote the Municipal Police Officer Examination, launching recruitment campaigns targeting under-represented, protected status groups. Prepared Cambridge residents in test taking skills for the exam.
- Revised the applicant and employee self-identification forms to comply with the standards for the classification of federal data on race and ethnicity.

Animal Commission

Mark McCabe, Director • City Hall • 617.349.4376

The Cambridge Animal Commission was established by Ordinance in 1979 to provide and facilitate programs for animal control and welfare in the city. The commission maintains and promotes Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The department utilizes its resources to encourage responsible pet ownership, ensure public safety around stray or wild animals and manage the diverse population of wildlife that coexists within the City of Cambridge.

Highlights and Accomplishments

- By the numbers: Licensed 2,074 dogs; picked up 75 stray dogs (81% returned to owner, 15% adopted); issued 162 animal quarantines and 204 citations for violations of the Animal Control Ordinance.
- Responded to over 3,156 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Conducted presentations on responsible pet ownership and local wildlife for pre-schools, elementary schools, community groups and dog obedience classes.
- Transported 110 animals (birds, cats, dogs, raccoons, opossums, skunks, bats and other wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue League for medical attention, placement or humane euthanasia.
- Participated in the statewide Rabies Vaccination Day in April, offering low cost rabies vaccinations to over 90 dogs; issued 24 certificates for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.
- Working with the City's MIS department developed a new dog license program that will enable Animal Control officers to track pet owners more efficiently.
- Working in conjunction with the Chief Park Ranger at Fresh Pond sponsored the Annual License Day at the Fresh Pond Reservoir.
- Staffed a booth for the first time at the Cambridge River Festival offering educational information on pet ownership and wildlife. Animal Control Officers also took part in judging the "owner-dog look-a-like" contest.

Arts Council

Jason Weeks, Director • 51 Inman Street, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) was established by City Ordinance in 1974 and exists as both a presenting and service organization to benefit the citizens of Cambridge through the arts.

As a presenter, CAC:

- Commissions public art for integration into capital improvement projects.
- Mounts exhibitions of artists' work.
- Develops and implements arts education programming.
- Produces community events, including the annual Cambridge River Festival and the Summer in the City concerts for children.

As a service organization, CAC:

- Distributes funding to artists and cultural groups through a competitive Grant Program.
- Implements the City's Public Art and Street Performance ordinances.
- Organizes local and national arts conferences.
- Consults with individual artists and cultural organizations on issues critical to their ongoing success, such as fundraising, grant writing, audience development and accessing resources.
- Serves as a liaison between artists and the Cambridge community.

Cognizant of the limited resources for the arts, locally and nationally, CAC maximizes agency resources to complement rather than duplicate the programs and services provided by other cultural institutions and organizations.

Highlights and Accomplishments

- The Cambridge Arts Council was recognized with the 2003 Commonwealth Award in the category of "Community." The Massachusetts Cultural Council announced the awards, which is the state's highest honors in the arts, humanities and sciences. Chosen by a committee of arts and business leaders, the Commonwealth Award is given to an organization or individual that has significantly integrated the arts, humanities or sciences into a community.
- Designed and launched a new web site at www.cambridgeartscouncil.org in order to improve CAC's presence on the Internet and provide more detailed and efficient information on its many programs and services. Designed to be both visually stimulating and user friendly, the new site features an attractive graphic design and updated information and images related to the agency's core programming. Additionally, the site contains an updated "Resources" section that provides a calendar of annual arts events in Cambridge, direct links to web sites for Cambridge-based artistic and cultural organizations, and listings for important information on local grant sources, rehearsal, performance, and exhibition spaces, contact information for local arts groups/organizations, and arts-related job resource/ directories.



Dan Butterworth's Marionettes performing at Glacken Field as part of the Annual Summer in the City Series.

- Developed and launched a comprehensive virtual *Public Art Tour* to showcase artwork that exists as a result of the City's Percent-for-Art program. This virtual tour provides educational information and access to the more than 140 artworks sited throughout the city during the past 25 years. The tour also introduces many of the concepts that contribute to successful public art and serves as a guide for understanding how public artwork can positively impact the community in which it exists. The tour features more than 60 fact sheets with introductory text, images, and biographical information on the artists and artworks in the collection as well as opportunities for users to explore public art through the use of neighborhood maps, art media tours, and dynamic activity guides that provide hands-on educational experiences related to specific works of public art.
- Utilizing funding generated through a grant from the National Endowment for the Arts, CAC collaborated with Archetype Publications, Inc. to publish a book entitled *Conservation and Maintenance of Contemporary Public Art*. This resource, edited by City employee Hafthor Yngvason, is a resource that includes 23 papers presented at an international conference on contemporary public art conservation organized by the Cambridge Arts Council in October 2001. The publication features essays by some of the most renowned artists, administrators, art critics, and conservators working in the field of public art and highlights the City's Public Art Conservation & Maintenance program and several prominent public artworks in the City's collection.
- Participated in *Cuallacht – The Galway International Art Project* hosted by the Galway City Council in Cambridge Sister City Galway, Ireland. City employee and Cambridge-based sculptor Lillian Hsu joined six Irish national artists and artist representatives from five of Galway's other international sister and twin cities to work in temporary studio spaces erected in the Galway town center and open to the public. The theme for the event was "international harmony" and in addition to the creation of art, Lillian's participation provided an opportunity to research the possibility of producing a similar event in Cambridge.
- Produced the 5th CAC Grant Celebration at the Cambridge Multicultural Arts Center to promote public recognition for FY03 grant recipients, the availability of funding through CAC and to provide recipients with an opportunity to network with col-

leagues, elected officials and the Cambridge public. The performance showcase featured poetry, music, dance, film and theatre presentations while an exhibition in the CMAC upper gallery provided an opportunity for all recipients to display and distribute information on their creative programs and initiatives.

Community Arts Program Highlights

- Produced the 25th anniversary of the Cambridge River Festival on Saturday, June 14, 2003, Noon – 6 pm. The festival theme, *Reflect!* provided an opportunity to look back at 24 years of activities included in this historic Cambridge event. Highlights included three primary stages featuring mixed-genres of music, an expanded Family Art-Making area, the Chalk on the Walk street painting event, artists from the major Cambridge artist open studio groups, roving performances and crafts and foods from locations around the world. Additionally, CAC staff worked closely with the Massachusetts Cultural Council, a Folk Art Advisory Committee, and the Visual Art Departments of the Cambridge Public School System to provide artist residencies in April and May 2003 culminating in joint student/artist performances and presentations at the event in June.

- The annual CAC Grant Program sustained a significant cut to the annual budget mirroring the 62% budget reduction at the state level for the Massachusetts Cultural Council (MCC). The result was a net loss of 75% from the overall re-granting budget for this program. Even so, with level funding from the city and an effort to bring forward unused money from prior funding cycles, CAC awarded 29 grants, representing approximately 35% of the total number of applicants. Two of the grants were later recognized by the MCC as “Gold Star” projects designated as statewide models for innovative programming that fosters collaboration, builds community, and showcases the work of individual artists.

- Issued permits to 435 artists and performers licensing them to perform in Harvard Square and other public space in Cambridge. The Street Performer Program continued to attract a wide variety of artists and musicians and enliven streets, squares and parks throughout the city. In addition to issuing



Art Among Us - Make if Public - Kandi Bennett by the Russell Field utility box

permits and implementing the Street Performer Ordinance, CAC began working with a former street performer monitor who is currently writing a book on his experiences in Cambridge and provided support information for several reporters conducting research on stories about street performing in various locations in the US.

- Served as a collaborator and sponsor for citywide arts events and initiatives including: the *Rhythm & Ritual* conference produced by World Music and the Cambridge Center for Adult Education; the 10th Anniversary of the *Cambridgeport Artists Open Studios* (CAOS) event; *Joyful Noise – A Celebration of the Life & Work of Dr. Martin Luther King, Jr.* produced by the Cambridge Multicultural Arts Center; the sixth anniversary of the North Cambridge Artists’ Open Studios (NoCA) event; and the NoCA group show at the Sacramento Street Gallery. The Arts Council also continued to provide support for the campaign to establish the Maud Morgan Visual Art Center at 20 Sacramento Street.

Public Art Program Highlights

Completed Projects

- Sculptor Murray Dewart installed a gate structure made of granite and bronze, a ductile iron sand-cast ornamental fence and three bronze reliefs at Franklin Street Park.

Ongoing Projects

- Toshihiro Katayama created an artistic design for the new plaza planned as part of the Porter Square Traffic Redesign project. The design, presented in several community forums and endorsed by the Porter Square Community Advisory Committee, succeeds in creating a visual identity unique to Porter Square. Additionally, the design will provide visual unification for the three parts of the plaza and integrate both sides of Massachusetts Avenue through repetition of core visual elements.



“Red Stairs” a public artwork by John Tagiuri for the Area 4 Youth Center

- Artist Jody Pinto was selected through a community input process to collaborate on streetscape improvements in Harvard Square. As a member of the project design team, Pinto visited Cambridge to begin the research stage for the project with design development scheduled for fall and winter 2003-04.

- Andreas Von Huene was selected through the Artist Roster Program to create a sculptural water element for Lowell Street Park. Von Huene's schematic designs were presented in community meetings and will be fabricated by the artist for 2004 installation.

- Edwin Andrews designed aluminum security screens for the window openings at Green Street Garage. The artistic design is intended to address both aesthetic and security concerns. On an aesthetic level, Andrew's solution provides visual interest and significantly improves the visual identity of the structure at its most high profile location. On a practical level, the grid structure makes the large window openings safer for the public and protects the stairway from wind and rain without enclosing it with solid glass.

- Artists Bart Uchida and Jill Ackerman completed designs for sculptural elements at the Squirrel Nut Factory site. Uchida's design provides a sculptural arbor that will support a climbing rose currently located at the site. Ackerman's design will result in a 6-foot sculpture of a squirrel that will be installed adjacent to the original factory building.

- Judy Kensley McKie completed three bronze benches for the Valente Library Garden. The benches are currently being used and displayed inside the library and will be installed as a primary feature in the exterior reading garden at the conclusion of the Cambridge Street construction.

- Suzanne Hellmuth and Jock Reynolds completed design for Vellucci Plaza as part of the Cambridge Street Re-Design Project. Scheduled for construction in 2004, the project will also include an extensive community outreach component for neighbors adjacent to the park and residents of Cambridge.

- Mike Glier completed and presented his design for an extensive mural cycle for the City Hall Annex. The murals will be completed in fall 2003 as part of the renovation to this facility.

- Finalists for the Main Library Expansion project were selected through a professional jury process with the final selection slated for July 2003.

- Ellen Driscoll continued the research phase of the Women's Commemoration Project and engaged in various levels of community outreach as part of that process.

- Mierle Laderman Ukeles completed the fabrication of sculptural thrones for "Turnaround/Surround" located at Danehy Park. Installation of the sculptural elements will take place in the Fall of 2003.

- Randal Thurston developed the second phase of design for an artwork to be incorporated into the Yerxa Road Underpass. The design consists of cut steel elements for inclusion into pre-fabricated concrete walls.

Education & Outreach

- Collaborated with the Department of Public Works and the Mayor's Summer Youth Employment Program to launch the educational program Art Among Us. Entitled "Make It Public," this program was designed to educate Cambridge youth on the creation and development of public art in the city. Under the professional guidance of local educator and muralist Dawn Scaltreto, students from CRLS created, presented and implemented artistic designs for nine utility boxes in various parks and crossings throughout the city.

- Collaborated with the Cambridge Health Alliance on the Cambridge Walks/Golden Shoes initiative to promote walking, public health and the City's public art collection in May 2003. Using the network of public art sited throughout the City as a "destination," 100 golden shoes were hidden adjacent to the artwork. In addition to athletic shoes and prizes that accompanied the discovery of a shoe, the artwork provided a cultural destination and opportunities to educate residents on one of the City's most important cultural resources. Entitled, "Walk It! Art At Your Feet", the Public Health division of CHA and the Arts Council created joint marketing materials and links to both agency web sites highlighting the virtual Public Art Tour and the series of online neighborhood maps recently developed by the Arts Council.

- Collaborated with the Bicycle Committee to include public art on the May 17, 2003 bike tour. The tour prominently featured 16 artworks in the City's collection as well as artworks created for the MBTA Porter Square Station and the Kendall Square plaza.

- Developed a pilot educational curriculum on public art and introduced it in the Community School after-school program. Working with an education specialist, the Arts Council implemented two, 8-week educational programs at the Graham & Parks and Kennedy Schools. The programs focused on the context of art in public spaces and created opportunities for students to engage directly with the artwork and examine its relationship to location.

- Developed and led a series of presentations on the CAC Public Art Program that included slides and visits to several prominent artworks in the City's collection. Audiences included the Girl Scouts of America as well as seniors affiliated with the Cambridge Center for Adult Education.

Conservation & Maintenance

- Commissioned Art Conservation Associates (ACA) to complete re-assessment and routine maintenance of 97 publicly sited artworks in the City's collection during the 2003 summer season. ACA was also commissioned to continue maintenance of sculptures and objects during the summer months while painting conservator Lydia Vagts will maintain murals in the City's collection.

Assessing

Faith McDonald, Director • City Hall • 617.349.4343

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and 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 list all taxable property and maintain accurate ownership and property information.

- In January 2003, the department began a full list and re-measure program for all residential properties. This re-inspection program will update our records with the most accurate information on the condition and physical characteristics of the real estate in the City of Cambridge. The property listers are sending out inspection request cards, following-up with telephone calls, knocking on doors and leaving reminders at the properties to call the office.
- In January 2003, the Assessors began implementing a new state-of-the-art CAMA (computer assisted mass appraisal) system for residential and commercial properties. This system was successfully

installed and is expected to provide taxpayers with better access to data by means of public research terminals and an enhanced web page. Seventy percent of residential parcels have been photographed using digital imaging and are currently being linked to the property record card. Taxpayers will soon be able to obtain a single document containing all descriptive information about their property along with a sketch and photograph.

- The Assessors also implemented an expanded business personal property valuation system with 400 additional pricing codes and the replacement of 2,000 others. The new software assures better listing and pricing capabilities and gives the business community a computerized definition of their inventory.
- The Assessing staff will continue to provide annual taxpayer assistance workshops in which they answer general property valuation questions and provide forms necessary for exemptions and/or abatements.

The chart below compares FY2002 and FY2003 taxable value for Cambridge:

| | FY02 VALUE (000s) | FY03 VALUE (000s) |
|--|-------------------|-------------------|
| Existing Commercial & Industrial | \$5,857,161 | \$6,219,424 |
| New Commercial & Industrial | 357,910 | 343,774 |
| TOTAL COMMERCIAL & INDUSTRIAL | 6,215,071 | 6,563,198 |
| Existing Residential Property | 10,195,370 | 10,620,244 |
| New Residential Property | 121,509 | 199,367 |
| TOTAL RESIDENTIAL PROPERTY | 10,316,879 | 10,819,611 |
| Existing Personal Property | 256,062 | 279,472 |
| New Personal Property | 49,075 | 88,455 |
| TOTAL PERSONAL PROPERTY | 305,137 | 367,927 |
| TOTAL TAXABLE PROPERTY | 16,837,087 | 17,750,736 |

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- Prepared the City's annual financial report entirely in-house including the requirements of GASB 34.

- Assisted in the preparation of the City's Comprehensive Annual Report.
- Developed a "one stop shopping" service for vendor inquiries.
- Maintained and updated PeopleSoft General Ledger and Accounts Payable Financial Information System. Implemented the PeopleSoft Fixed Asset module to record and track the fixed assets of the City.
- Continued training departments in procedures related to PeopleSoft accounting/bill paying functions.
- Developed policies and procedures for departments to use as a guide for paying bills.

Budget

David Kale, Director • City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council as follows:

- Create City Manager's guideline message to departments.
- Oversee quarterly updates of the City's benchmark system.
- Review proposed departmental budgets and goals with the City Manager.
- Submit City Manager's Budget to the City Council for adoption.
- Produce the adopted, annual operating and capital budgets on a timely basis.

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 FY03 Operating and Capital budgets of \$361,614,355.
- Coordinated preparation of the bond disclosure statement and other related materials for the 2003 bond sale of \$28,675,000.
- Assisted in the preparation of the FY02 Comprehensive Annual Financial Report.
- Assisted in preparation of the City's FY02 Financial Statements.
- Prepared the FY04 budget and placed it on City's Web page to increase public access to the information.
- Received for the 17th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY02 Operating and Capital budgets.
- Conducted training classes on budgeting with the PeopleSoft financial system.

Cable Television

Calvin Lindsay, Jr., Director • 449 Broadway, Cambridge • 617.349.4296

The Office of Cable Television 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. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas including, but not limited to, education, culture, arts, health and human services, and history.

Highlights and Accomplishments

- Transitioned to a fully automated playback system that has improved on-air presentation and increased system reliability.
- Continued to lease a state-of-the-art editing system enabling the Channel to improve broadcast quality and increase staff creativity and productivity.
- Produced Quest of a Lady Falcon, a documentary presentation that examines the relationship between a students' academic

and athletic life. We followed the CRLS Girls' Indoor Track team over the course of their season to get an idea of exactly what it takes to achieve and maintain excellence in both arenas.

- In partnership with the Mauricio Gaston Institute for Latino Community Development and Public Policy at U-Mass Boston, we produced a Town Hall meeting that examined issues that impact and affect the Latino community in Massachusetts.
- Developed a partnership with the City of Everett to access their full-service mobile video production unit for use at various City of Cambridge remote events.
- Continued to augment our programming offerings with a number of acquired series programs aimed at the pre-school and school age population.

City Clerk

D. Margaret Drury, City Clerk • City Hall • 617.349.4260

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

Additionally, the City Clerks Office accepts and records particular business filings required by statute, such as business certificates. Fishing and sporting licenses may be purchased at the Clerk's Office. The Office also offers notary services to the public.

The other major responsibility of the City Clerk is to provide the records, information and parliamentarian assistance to enable the City Council to fulfill its legislative purposes and to fully inform the public regarding City Council actions. The Office prepares and distributes the agenda for each City Council meeting. The City Clerk and the Deputy City Clerk attend and record all meetings of the City Council and the City Council Subcommittees. 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.



City Clerk Margaret Drury and Deputy City Clerk Donna Lopez.

City Clerk's staff assisting customers

Highlights and Accomplishments

- Implemented a new electronic recording and indexing system for birth, death and municipal ticket records and contracts.
- Provided staff support for 16 City Council committees, including the Government Operations Committee as it led the City Council's development of goals and evaluation of the City Manager.
- Worked with the City Manager's Office and the MIS Department to increase the accessibility of and search capability for information about City Council actions and decisions on the City of Cambridge Web site.
- Improved archival storage methods for recent original City Council records. Began implementation of similar improvements for recent original vital statistic records.
- Repaired and rebound record and index books in need of restoration due to age and use.
- Cleaned and inventoried 17th and 18th Century original City Council records. Upgraded the storage method and relocated them to a better site.

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. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

Policy-Making/Legislation: Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice-Mayor, with the Mayor serving as the Council's chief legislative officer. The Council organizes into committees which have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

Council Services: The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

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

Highlights and Accomplishments

- Upgraded and improved City Council Web Site.
- Provided staff support to the City Council in goal setting activities and evaluation of the City Manager.
- Restructured the City Council Office budget to more closely reflect the operation and services provided by the City Council Office.

Goals of the City Council

- Value and support the racial, socioeconomic and cultural diversity of our city.
- Provide high quality services to residents, improve access to these services and increase opportunities for public participation in local government.
- Provide high quality public safety services and maintain high level of public confidence in these services.
- Preserve and expand permanently affordable housing.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.

- Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the city.
- Support neighborhood preservation and enhancement.
- Foster improvement of air quality, in particular through creative approaches to traffic, parking and transportation needs of residents and businesses within the context of growing congestion.
- Maximize the benefits of new and existing economic development and university activities to improve the life of the city.



2002-2003 Cambridge City Council. Seated (left to right): Vice Mayor Henrietta Davis, Councillor E. Denise Simmons, Mayor Michael A. Sullivan, Councillor Marjorie C. Decker. Standing (left to right): Councillors Anthony D. Galluccio, David P. Maher, Kenneth E. Reeves, Brian Murphy and Timothy J. Toomey, Jr.



City Council staff Sandra Albano and Mary Horgan.

City Manager

Robert W. Healy, City Manager • City Hall • 617.349.4300

The City Manager is the Chief Executive Officer of the City and is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council 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.

Highlights and Accomplishments

- Cambridge continued to be one of only six cities in the nation to attain three AAA ratings from the major credit rating agencies, enabling the City to finance capital projects with low interest rates.
- The City initiated the creation and preservation of over 70 affordable rental and homeownership housing units in FY03. Rehabilitation of the CAST development, a 42-unit expiring use development that the City preserved also began last year. In addition, in October 2002, the City launched a new middle-income housing program that has already assisted families with incomes up to 120% of area median income to buy a home in Cambridge.
- Continued participation with chief executives from neighboring communities and the Metro Mayors Coalition in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption and group health insurance.
- Continued to provide leadership in areas regarding City policy, including the regional truck study, a collaborative effort with neighboring cities to resolve noise and other issues.
- Held public meetings of the Community Preservation Act (CPA) Committee and made recommendations to the City Council for additional funding of affordable housing, historical preservation and open space preservation under the CPA. Received \$5 million in state matching funds under provisions of the CPA to supplement the Community Preservation Fund.
- Continued to work with MDC in a unique partnership where the City has provided funds to renovate Magazine Beach Park in exchange for priority scheduling for Cambridge residents.
- Continued joint planning process with City of Somerville on issues of stormwater management for Beacon Street. Participated in discussions on future development of North Point.
- Organized the seventh Annual Danehy Park Family Day in September 2002. The event provides Cambridge's residents an opportunity to enjoy free rides and food, experience the arts, learn about public safety, and enjoy the outdoors on our award winning recycled open space facility.
- Completed negotiations for a successor agreement with the Cambridge Health Alliance and assisted in the process of selecting its new Chief Executive Officer.

- Negotiated the first ever formal Payment in Lieu of Taxes (PILOT) agreement with MIT and renegotiated Harvard University's PILOT agreement.
- Planned and implemented a comprehensive community survey which was completed in the fall of 2002. The survey included in-depth telephone interviews and a web-based questionnaire. Survey results were comparable to a survey completed in 2000.
- Played a lead role in organizing the September 11th commemoration activities, along with several City departments, public schools, MDC, religious organizations, veteran's organizations and community groups.
- Coordinated planning for all City departments and other local agencies in the area of Homeland Security.
- Worked with a Cambridge Tourism Task Force, consisting of Cambridge hotels, restaurants and attractions to develop an effective advertising effort for "drive market" business into Cambridge.
- Distributed a CD ROM presentation to hotels and other venues to assist them in promoting Cambridge as a destination.
- The City Manager appointed a new City Solicitor, Assistant City Manager for Fiscal Affairs, and new department heads for the Budget Office and Conservation Commission.
- Continued to provide support and leadership to City-wide advisory committees.

Major Capital Projects

Each year, the City completes, continues or launches major reconstruction, renovation and building projects, ranging from park and playground construction to improvement of the City's



The City Manager's Staff (l to r): Ini Tomeu, Public Information Officer; Julia Bowdoin, Assistant to the City Manager; Diane Squires, Executive Assistant; Maryellen Carvello, Administrative Assistant; Deputy City Manager Richard C. Rossi; and City Manager Robert W. Healy.

sewer and stormwater infrastructure, to renovation of City buildings. Since such projects can take years to complete and often require vast amounts of the City's personnel and capital resources, the Deputy City Manager, who oversees capital planning and budgets, monitors all facets of major construction. Below is an overview of some of these projects:

City Hall Renovations: Continued renovating interior of City Hall.

City Hall Annex Remediation: Hired the contractor for and began complete interior reconstruction of the City Hall Annex at 57 Inman Street. The building was designed as a "green building" using the LEED Green Building Rating System™. In addition, the City received a Construction Assistance Grant from the Massachusetts Technology Collaborative for the renewable and energy efficiency features of the building.

Main Library Renovation and Expansion Project: Continued to work with the design team toward completion of conceptual and schematic design of the new Main Library. Initiated a public process and appointed an 18-member Design Advisory Committee to advise the City on library design issues during the 18-month design period.

Fresh Pond Northeast Sector: Completed the design process for the new William Maher Park and environmental improvements in the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor. The park will include a youth soccer field and community garden as well as pathways, natural areas for passive recreation and constructed wetlands for treatment of stormwater.

Sewer and Storm Water Separation Projects: The City completed sewer separation and stormwater management projects in several Cambridge neighborhoods, including Carver and Crescent Streets, Lakeview, Lexington and Worthington Streets, and the South Mass Ave. area. Construction will begin shortly for sewer separation and stormwater management projects in Cambridgeport, Agassiz (Beacon Street), Harvard Square and the Matignon Road and Alewife Brook Parkway area. All projects incorporate significant new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce Massachusetts Water Resource Authority charges.

Squirrel Brand Park: Completed planning for construction of a new park at the Squirrel Brand site on the corner of Broadway and Boardman Streets. The park will include new shade and fruiting trees, lawn areas, benches, pathways and small play structures adjacent to a reconfigured community garden. Construction is expected to be completed in the spring of 2004.

Donnelly Field: Completed the community process and design for the renovation of Donnelly Field, including Little League and softball fields, new turf, drainage, bleachers, fencing, lighting and other public amenities. Construction is expected to begin in the fall of 2003.

Dana Park: In accordance with the City's plan to replace existing wood structure play equipment, Dana Park received new play equipment, fencing improvements and resurfacing of the playground.

Lowell School Park: Design work for the renovation of the Lowell School Park from a large active playground to a smaller

playground with a passive area with flower gardens and other amenities was completed in the spring of 2003.

King School Playground: Renovations completed in July 2002 included installation of an artificial turf area, two custom designed play spaces, as well as paving, fencing, lighting and related landscaping improvements.

Bergin Park: Work to renovate Bergin Park was completed in fall of 2002. The renovation includes the addition of a new playground, water play feature, park lighting, walks, fencing and new park furniture and lighting.

Franklin Street Park: This small neighborhood park underwent a significant renovation in the spring of 2003. Renovations included new lighting, tree work, improved ADA access to the site, a small play area and other site amenities.

Russell Field: The City continued to move forward with the design phase of the Russell Field renovation project. The project features a new, state-of-the-art artificial turf football field and two-story field house. In addition, park renovations include new bleachers, fencing, lighting and pathway improvements around the football, soccer and Little League fields.

Cambridgeport Roadways: Construction began in spring of 2003 on this major roadways project that will mitigate the traffic impacts of significant new commercial development in Cambridgeport.

Public Information Office

A part of the City Manager's staff, the Public Information Officer (PIO) serves as the City's main liaison to the media. The PIO also assists City departments in promoting their programs, services and events through a variety of communication vehicles, including the City's Web site, the Municipal Cable Channel and print, radio and TV media as appropriate. In addition, the PIO communicates relevant City information to employees and external audiences on a regular basis. The PIO also manages the information posted on the main pages of the City's Web Site and on its Intranet site for City employees. This office is responsible for producing various publications, including the City's Annual Report, brochures and newsletters.

Highlights and Accomplishments

- Worked closely with MIS and external vendors to redesign, develop and launch the City's new Web site in August 2002.
- Produced the City of Cambridge FY02 Annual Report.
- Published *Living in Cambridge*, a Guide to City Resource & Services.
- Created *Settling In*, a quick reference guide for people moving to Cambridge.
- Produced a new bi-annual community newsletter, *CityView*, that was distributed to 44,000 Cambridge households.
- Created a new City Hall Information Area to provide residents with easy access to City brochures, newsletters and publications.

Community Development

Beth Rubenstein, Assistant City Manager for Community Development
238 Broadway, Cambridge • 617.349.4600

The goal of the Community Development Department (CDD) is to enhance the overall living environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents.

The Department works toward these goals by:

- Preserving and developing affordable housing;
- Strengthening the vitality of commercial and business districts;
- Renovating neighborhood parks and playgrounds;
- Planning transportation improvements designed to accommodate all modes of transportation;
- Implementing projects to reduce pollution of the City's air, water and soil;
- Enhancing the character of each of the City's 13 neighborhoods;
- Managing growth to support the best long-term interests of the City.

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

Each division of the Community Development Department made significant progress on ongoing projects and introduced new initiatives to advance the City's goals and priorities in the areas of housing, community planning, economic development, and environmental and transportation planning.

Highlights and Accomplishments

- Assisted seven households purchasing their first homes through the City's First Time Homebuyer Financial Assistance program. The FTHB program was expanded in FY03 to assist families and individuals with incomes up to 120% of area median income to purchase homes in Cambridge.

- Participated in organizing two June 2003 events: a forum entitled The Future Begins in Cambridge to discuss the city's innovation economy, and a meeting of local companies interested in doing business with the 2004 Democratic National Convention in Boston.

- Initiated work with the Concord/Alewife Study Committee, an advisory committee of residents, business representatives and institutions, assisted by a consultant team, to develop recommendations regarding land use, zoning, urban design and transportation in the vicinity of the Alewife quadrangle and triangle, and the Fresh Pond Shopping Center.

Recommendations to be completed and forwarded to the City Manager and the Planning Board at the end of FY04.

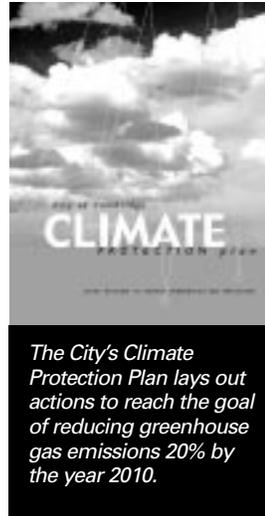
- Began implementation of the City's newly-adopted climate protection plan, working with the City Manager-appointed committee. Initiatives included an assessment of the City's tree canopy, a study of solar energy capacity of City buildings, and collaboration with Mass. Energy Consumers Alliance to encourage the development of green power options for Cambridge homes and businesses. Provided assistance to other City departments on energy management and alternative fuels for vehicles, and developed a Green Fleets policy for the City.

CDD DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing in the City. Cambridge has completed the eighth year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust. The Trust was supported with a \$7.2 million allocation of funds from the City's Community Preservation Act funding in FY03. A total of \$33.95 million in City funds has been contributed since 1995 to create or preserve over 2,000 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, enable the leveraging of other public and private funding.

The Housing Division has a multi-faceted approach to affordable housing development, including rental and homeownership pro-



The City's Climate Protection Plan lays out actions to reach the goal of reducing greenhouse gas emissions 20% by the year 2010.



Renovation work is underway at the CAST development, where Community Preservation Act funds were used to preserve the affordability of 42 family-sized apartments through nonprofit acquisition of the development.



Redevelopment of the former Nobregas store on Cambridge Street was completed this year, creating eight affordable rental apartments and a new home for the Just A Start Youthbuild program. (photo: Robin Shore)

duction in collaboration with local non-profit developers; home improvement programs; inclusionary and incentive zoning; expiring use housing preservation; and first-time homebuyer education and financial assistance. In addition, the City supports affordable housing production through planning and zoning policies. Cambridge ensures the long-term affordability of its affordable units through a deed restriction on each property.

Working in collaboration with local non-profit housing developers and the Cambridge Housing Authority, the City initiated the creation and preservation of over 100 affordable rental and homeownership units in FY03, for example:

- Preserved 42 family-sized units with expiring affordability restrictions at CAST development and began rehabilitation. These were acquired by Homeowner's Rehab Inc., a local non-profit organization, with assistance from the City's Community Preservation Act funds.
- Acquired 32 rental units in collaboration with the Cambridge Housing Authority, including a 21-unit building and 11 condominiums scattered throughout the city. Assisted Just A Start, a local non-profit housing developer, in purchasing a site that will be redeveloped as 13 affordable family-sized rental units and made available to households with Section 8 vouchers. Located adjacent to a city park, children will have access to open space and play equipment. These acquisitions were made with the City's Community Preservation Act funds.
- Continued implementation of the Inclusionary Zoning Ordinance to create new affordable housing throughout the city. Since the inception of the program in 1998, 131 rental and homeownership units have been created.
- Working with local nonprofits Homeowner's Rehab. Inc. and Just A Start, rehabilitated over 40 units through the Home Improvement Program (HIP), a low-interest loan program for low- and moderate-income owners of 1-4 unit buildings.

- Educated more than 500 people in First Time Homebuyer classes and provided one-on-one counseling to over 150 people. The Housing Division also offered a special class on buying and owning multi-family properties as well as a class for Spanish speakers. In addition, more than 400 people received tenant/landlord mediation services through the City's collaboration with Just A Start Corporation.

Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information, and graphics. This work includes conducting city-wide and neighborhood planning studies, renovating and developing parks and open space, managing the City's urban design projects, and providing information and technical assistance to residents, property owners, developers, and neighborhood groups. The Community Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality, cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

- Completed the Riverside Neighborhood Planning Study following two-year planning effort with Riverside Study Committee, an advisory committee of residents, business representatives and institutions.
- Worked with Planning Board and City Council to review two petitions to rezone the Riverside neighborhood. Both petitions reduce density of allowed new development, reduce heights, foster retail uses along River and Western, create mixed-use districts and seek better transitions between the low scale residential neighborhood and Harvard University.
- Completed construction of improvements at King School Playground and Bergin Park. Completed lighting improvements at Rindge Field ball courts. Commenced water play



In North Cambridge, renovations to Bergin Park included new landscaping, play equipment, and a water play area. (photo: Janice Appleyard)

Community Development

modernization at Hoyt Field and Gannet/Warren Pals Park. Commenced construction of Franklin Street and Lopez Street parks. Conducted community design review processes for Maple Avenue Park and Lowell School Park, and initiated community design review for Dana Park.

- Forwarded recommended regulatory changes governing rooftop mechanical equipment to the City Manager, completed neighborhood study updates for Cambridgeport and Area IV, and completed the Agassiz Neighborhood Study.
- Working with Planning Board, completed permitting of 5.5 million square foot North Point mixed-use development project, which entailed extensive traffic and transportation analysis, urban design review, and ensuring conformance with the Eastern Cambridge Design Guidelines. The City continues to coordinate this project with the neighboring 767-unit Charles Smith residential project, which is scheduled to break ground in fall 2003.
- Conducted design review of development projects citywide, including the Brain and Cognitive Research Building at MIT, the Draper Laboratories addition, Hotel Marlowe, the redevelopment of the NECCO building for Novartis, and 0 Arrow Street.



Small business owners Jennie Song and Namwon Kang of Dado Tea were among the participants in the Best Retail Practices and Signage and Lighting Improvement programs. (photo: Peggy Kutcher)

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, and promoting a dynamic business climate.



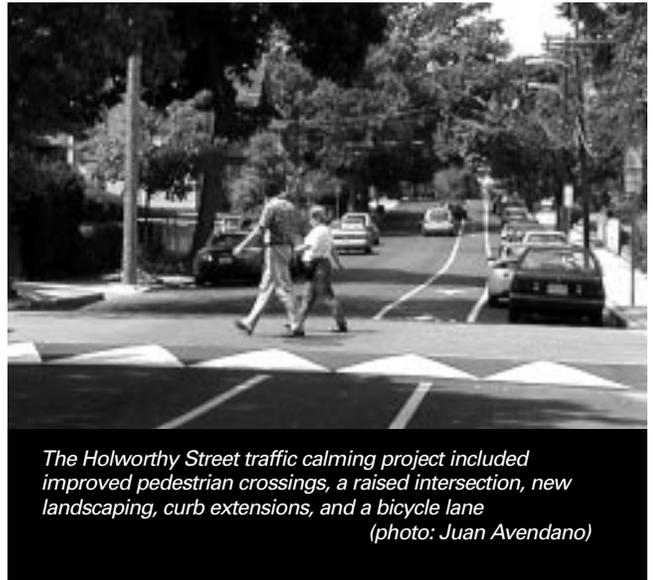
Façade improvements at 93 Windsor Street were completed this year as part of the City's Façade Improvement Program, which provides matching grant funds to upgrade commercial storefronts. (photo: Chris Basler)

- Updated the 1997 Cambridge Economic Development Policy. As part of this process, held three public meetings and two forums with business and institutional leaders to discuss changes in the economy since 1997.
- Provided assistance to over 250 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis.
- Assisted seven Cambridge businesses to complete façade improvements by providing technical assistance and matching grants. At the end of FY03, 23 additional projects were in the pipeline for the program.
- Presented a workshop to Cambridge businesses interested in marketing, design, and operational improvements, and provided technical assistance to 24 small retailers under the Best Retail Practices Program. This year, the program was expanded to provide grants of up to \$5,000 to assist merchants in implementing recommended interior improvements.
- Published a Minority- and Women-owned Business Directory to serve as a resource for these businesses to network and market their goods and services. The directory, which also contains listings for additional resources and instructions for doing business with the City and the School Department, was distributed to over 800 large and small businesses in Cambridge.
- Initiated bio-medical and healthcare training programs in collaboration with community-based nonprofits, the Cambridge Health Alliance and Just A Start Inc. These programs will provide Cambridge residents with opportunities to advance in health care careers and obtain jobs in the biomedical field.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division is responsible for planning transportation infrastructure improvements, implementing the Vehicle Trip Reduction Ordinance and carrying out other measures to reduce single-occupancy vehicle travel in Cambridge, administering the Lead-Safe Cambridge HUD grant, and protecting the environment through pollution source reduction and mitigation measures.

- Completed design for the Cambridgeport Roadways project and Yerxa Road underpass. Designs for the Mass. Ave./Lafayette Square roadway project, as well as the feasibility study for building a multi-use path along the Grand Junction railroad right-of-way, are nearly complete.
- Continued design processes for Porter Square and Harvard Square improvements, to include roadway, sidewalks, lighting, and landscaping. Designed traffic calming projects for Second, Sparks, Brattle, and Willow streets, Matignon Road, and Broadway. Oversaw construction of traffic calming devices on Holworthy Street, Aberdeen Avenue, and Concord Avenue.
- Obtained outside funding for second year of EZ Ride shuttle and carried out additional marketing efforts for the service. With more than nine private sector partners supporting its operation, shuttle ridership doubled during the fiscal year.
- Deleaded and preserved the affordability of 64 residential units occupied by low or moderate income families, reaching a total of 520 units deleaded through the Lead-Safe Cambridge program since it began in FY95. Provided information and education to approximately 28,520 individuals through outreach activities. Received Cambridge Human Rights Commission's Eighth Annual "Innovations in Fair Housing Award."



*The Holworthy Street traffic calming project included improved pedestrian crossings, a raised intersection, new landscaping, curb extensions, and a bicycle lane
(photo: Juan Avendano)*



Lead-Safe Cambridge staff participates in community events throughout the year to educate families about lead safe practices and provide information about the City's abatement programs.

Conservation Commission

Jennifer Wright, Director • 238 Broadway, Cambridge • 617.349.4680

The Conservation Commission's purpose is to protect and enhance the city's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing, permitting, and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources.

The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other 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 Commission also coordinates the 13 community gardens which serve approximately 500 Cambridge gardeners each year. 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.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Master Plan Citizen's Advisory Committee. This Committee was established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. The Commission has worked to fulfill the goals of the Fresh Pond Master Plan.
- Revised the "Cambridge Wetlands and Floodplain Conservation Ordinance" in conjunction with City Departments and the goals of the City Council. The aim of the Ordinance is to enhance protection of Cambridge's most sensitive environmental resource areas, including the Charles River, Fresh Pond, Little River and Alewife Brook, and the wetlands, floodplains and habitats bordering these water resources.
- Reviewed and Edited the "Cambridge Wetlands Inventory." The Commission worked with other City departments and the City's consultants to develop a complete and comprehensive inventory, assessment and mapping of all wetland resource areas in Cambridge, and to record the data collected in a user-friendly GIS format for use by City departments and on the City's Web site.

- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River "fishable and swimmable" by 2005. In the Alewife Brook watershed, the Commission worked with the DPW, Tufts University, Mystic River Watershed Association, and others in preparation of grant proposals aimed at planning and implementing new water quality and stormwater management projects.



Bio-engineered bank stabilization along the Charles River.

- Served on the Tri-Community Flooding Committee with representatives from Arlington, Belmont and Cambridge. The purpose of the Committee is to answer the questions: why is there flooding in the Alewife Brook and what can we do to prevent flooding. The Commission helped coordinate a symposium in Spring 2003 to share information with the community.
- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- Educated other City departments about the Conservation Commission's permitting process and requirements.

Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.439.6150

A division of the License Commission, the Consumers' Council works in cooperation with the Attorney General's Office to mediate individual consumer/business disputes in an effort to eliminate the need for either party to go to court to resolve the conflict. The Council also provides educational information to consumers and watches trends in the marketplace, making suggestions as feasible for new and amended legislation to better protect consumers.

The Consumers' Council continues to be a leader on both the state and national consumer scene through the Executive Director's involvement with the Massachusetts Consumers' Coalition, the Consumer Federation of America and the National Association of Consumer Agency Administrators. The resources offered by these organizations add to the ability of the Council staff to serve Cambridge consumers effectively.

Highlights and Accomplishments

- Participated in a Digital Town Meeting in September along with 10 other cities utilizing both a telephone and Internet connection. The 30 participants in Cambridge listened and spoke about issues of using digital and Internet technology to achieve democratic civic discourse.
- The Brochure CAR SMART 2001 was printed in Spanish for free distribution to the public and posted in Spanish on the Internet to assist non-English reading and speaking consumers make smart automobile transactions in the marketplace. A grant from the Attorney General's Office to the Massachusetts Consumers' Coalition made this possible. See: www.massconsumers.org.
- The Consumers' Council Director assisted in the planning and outreach implementation of the very popular Do Not Call Registry available to Massachusetts's consumers seeking to limit telemarketing calls. See: www.mass.gov/donotcall.

Election Commission

Teresa Neighbor, 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, their role was expanded in 1987 to include management of municipal campaign finance reporting. In 1991, it was designated to administer and enforce the City's Ethics Ordinance.

Highlights and Accomplishments

- Developed more timely method of re-sequencing ballots to expedite hand recount of computerized municipal elections through re-scan and match process.
- Conducted 2002 State Primary and General Elections in 33 precincts for the first time since 2001 redistricting. The 74% turnout of active voters in November exceeded statewide average by 12%.
- Enhanced service to voters through mailings for both elections of precinct maps with polling locations identified. Increased poll workers at each site to assist the increased number of voters per precinct.
- Expanded signage at polls significantly to assist all voters, particularly persons with disabilities and seniors.
- Emphasized in pre-election training for all pollworkers issues of polling place access and non-discriminatory treatment for persons with disabilities.
- Completed accessibility review of polling places and implemented remedial measures where necessary.
- Conducted voter registration training for community groups; staffed sessions at community events; and held sessions in Central, Harvard, and Porter Squares.
- Processed 13,914 voter registration records: 6,457 new registrations; 7,457 changes to existing voter records.
- Deleted 6,000 inactive voters from Voting List through Motor Voter Law.
- Conducted 2003 City Census through mailings to 44,000 individual households including, for the first time, public housing and multi-units (those containing 9 or more units). Produced the 2003 Street Listing Book.
- Implemented electronic filing capability for Statements of Financial Interests required to be filed under the City's Ethics Ordinance.
- Administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees.
- Posted all reports for Council and School Committee candidates on the City's Web site.
- Increased usefulness of Election Commission web site by linking to Office of the Secretary of the Commonwealth for ward, precinct, polling place and legislative district information.

Electrical

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

The Electrical Department was established to oversee street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings, and parks and outdoor recreational areas. In addition, the department is charged with the installation and repair of communications systems, such as departmental telephones, radio communications, public emergency call boxes, pagers, wireless telephone needs and fiber cable networks for computer data transmission between buildings, and cabling for local area data networks for City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and others contractors over and within all public ways.

Highlights and Accomplishments

- Installed new lighting in Franklin Street Park in conjunction with park renovations.
- Completed electric and communications wiring during renovations of the Inspectional Services Department and Assessors Offices; completed renovations in the print shop and upgraded the electric service at the Moore Center.
- Installed local area data networks and telephone wiring for various departments.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system.
- Started the process to purchase street lighting from NSTAR Electric, which will then be maintained and managed by the City.
- Installed holiday lighting on street and temporary trees, and assisted on installation of lighted banners in Harvard and Central Squares.
- Overseeing installation of electrical systems and street lighting for ongoing construction work at North Point and Cambridge Street roadways.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 55,000 calls and alarms per year for emergency service and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources as needed. ECC staff also answer over 200,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property, and after-hours City information. The Department additionally coordinates the automation of dispatching, police information and fire information computer systems. Finally, the Department is responsible for the management of the City's radio systems and public safety data networks.

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

Highlights and Accomplishments

- Answered over 42,000 911 calls.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and helped program and start up a Web-based Police Booking and Mug-shot imaging system.
- Managed tactical communications for major City events including Head of the Charles, the Fourth of July, and special dignitary visits.
- Created an improved dispatcher testing and selection examination process that resulted in 125 candidates appearing for the May 2003 Cambridge Dispatch Examination. Certified 4 new dispatchers in three of five dispatch specialties.
- Initiated and managed the Field Address Checking process that resulted in all 17,000+ city street addresses being verified for inclusion in the Master Address List database.
- Planned and implemented a set of protocols for the receipt and dispatching of in-progress police-related incidents such as bank robbery, assault, and breaking and entering of buildings and vehicles.
- Worked with the state 911 agency and the Department of Telecommunications and Energy to develop a plan for funding 911 services in the state.
- Helped coordinate the City's response to the security requirements of the post 9/11 era including emergency response planning, EOC activation and communications, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.

Emergency Management

David O'Connor, Director • 147 Hampshire St. • 617.349.4842

The Cambridge Emergency Management Department is the primary agency in Cambridge charged with planning for disasters and coordinating response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters. The Emergency Management Department prepares contingency plans for natural disasters and technological hazards. The department works closely with other City departments and with voluntary agencies to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- The events of September 11, 2001 continue to be disturbing to Cambridge and its residents. The department provides information to Cambridge residents on terrorism and ways to prepare for possible consequences of terrorism.

- Maintained and updated the department's web page with emergency preparedness information and links to other resources and agencies that provide information on specific hazards. Also included on this web page is information on disasters occurring outside of Cambridge that could impact residents

- Cambridge is home to a number of companies and institutions that present a wide variety of hazards, most of which, are relatively small in scale, but remarkably diverse. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. Facilities with sufficient quantities of hazardous materials are required to report chemical inventories according to the provisions of Title III of the Superfund Amendment and Reauthorization Act (SARA).

- The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department with other City departments. This computer system contains a database of the SARA inventories and material safety data sheets based upon CAMEO software, which locates hazards, resources and special risk populations such as schools, hospitals and day-care centers on a computer map.

- Emergency Management also works with other departments to plan for public safety at major annual events such as the Fourth of July and the Head of the Charles Regatta, which draw large crowds to Cambridge. In the past few years, the Department has worked closely with Cambridge public schools. In FY03, we expanded our outreach to private schools and daycare centers to assist them in developing emergency plans.

- The Cambridge Auxiliary Fire Department (CAFD) had 19 members who are supervised and trained by the Cambridge Fire Department. CAFD operates a pumper converted to function as a lighting plant unit and a van used for rehabilitation of emergency workers. During the past year, CAFD responded to numerous multiple alarm fires in Cambridge and nearby cities and towns.



Stacia Joyce of the Cambridge Emergency Management staff working with Barry Wante of MEMA in the Unified Command Center of July 4th.

- The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police Department, for managing the Cambridge Auxiliary Police Department. CAPD is supervised and trained by the Cambridge Police Department and has developed the capability to respond rapidly to incidents. Volunteer officers are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties. The CAPD is notable for the long-term dedication of its officers.

- Due to increased concern over potential terrorist acts, there was increased planning and preparedness for special events this past year. The Head of the Charles Regatta draws large crowds to Cambridge from all over the world. For the last two years, the Department has organized a Unified Command Center for this event at the City's Emergency Operations Center, with participation by city, state and federal public safety agencies. For the Fourth of July, which draws large crowd to both the Cambridge and Boston sides of the Charles River, the Department participated in a Unified Command Center for the event which was located in Boston and included participation from many federal, state and local agencies.

- The Director of the Department continued assisting the MEMA Region I staff, in training exercises for the hazards presented by Seabrook Station. This assists the MEMA staff while providing extensive free training for the Director in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA.

- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. They use 2meter along with HF and 6m. Amateur radios provide an emergency link to state agencies, which would be available in the event of telecommunications failure.

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. Though the Finance Department oversees the Budget, Assessing, Purchasing, Management Information Systems, Personnel and Auditing functions, these departments are located alphabetically in this annual report and include separate overviews and highlights.

The Administration, Revenue and Treasury Divisions, which also fall under the management of the Finance Department, are included below:

Administration

The Administration Division provides leadership to the operating divisions of the Department and coordinates with other City departments, state and federal regulatory agencies. 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 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 and Treasury

Claire Spinner, Director Financial Systems and Operations

The Revenue Division is responsible for collecting and recording all of the City's receivables in a timely and accurate manner and providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division issues more than 250,000 bills and notices and processes over \$250 million in receipts. The office files for title accounts and works with the Law Department to initiate tax title and foreclosure procedures for severely delinquent properties in order to protect the City's legal interests.

Treasury

The Treasury Division is comprised of two cost centers: Cash Management and Payroll.

Cash Management is responsible for all of the City's banking, including the banking services contract; identification of all wire transfers into City bank accounts; investment of City cash; management of the City's 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's primary responsibility is the timely weekly payment of approximately 3,000 employees. It is also responsible for: paying federal, state and medicare withholding spending arrangements; 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 over 10,000 W2s and 1099s.

Highlights and Accomplishments

- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of nine cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Issued \$28.7 million in General Obligation Bonds to finance various projects throughout the City, including sewer reconstruction, street reconstruction, renovations to the City Hall annex, Taylor Square Fire Station, 57 Inman St, and improvements to the City's golf course. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.1%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 18th consecutive year.
- Successfully upgraded PeopleSoft HR/Payroll system to an Internet browser based system.
- Increased donations to the City Scholarship Fund by 21% by increasing solicitation efforts. Twenty-six Cambridge residents received scholarships of \$2,500 from the City Scholarship Fund.



2003 recipients of the annual City Scholarship pictured along with City officials.

Fire

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

While the ostensible purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely populated City in the country, the Department's area of operation includes four miles of subway tract, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests. The Fire Department's motto is: "Our Family Helping Your Family."



Dispatched to a car fire in a garage located at Broadway & Hampshire. On arrival had smoke and flames showing on the 5th floor of large concrete parking garage on Draper Laboratory property. Total of three vehicles consumed. Lt. William Hugh (Ladder 2) operating a hand-line on the vehicle of origin. (photo: CFD Lt. Brian Higgins)

Fire Suppression

Situated on the front lines of fire fighting, the Fire Suppression Division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This Division also conducts annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

Fire Prevention

The Fire Prevention Division strives to prevent hostile fires from erupting in Cambridge. By educating building owners, shopkeepers, and other members of the public in fire safety, this Division provides an invaluable public safety service. The Fire Prevention Division also protects the public by enforcing high rise sprinkler laws, and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes, and theaters.

Training Division

The Training Division's goal is to field the best-trained firefighters possible, and to ensure that members of the Department carry out duties in a safe and responsible manner. This Division provides firefighters with CPR, defibrillator, EMS, and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division's responsibilities.

SARA Office

Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe storage and use of hazardous materials. In addition to providing hazardous material storage and incident mitigation training, the SARA office conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. The SARA office also coordinates the Local Emergency Planning Committee (LEPC), which assures that various City, regional and state public safety organizations respond to emergencies in a coordinated manner. The City of Cambridge is one of only three cities in the Commonwealth of Massachusetts with a certified LEPC.



Members of the CFD HazMat Task Force are shown conducting decontamination after an ammonia leak. (photo: CFD Lt. Brian Higgins)

Technical Services

The Technical Services Division ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing Fire's equipment and buildings, to procuring and repairing communication equipment for all City departments. The TSD also supplies the mechanics that provide high quality repair to Fire equipment, and prepares specifications for renovations and major system repairs to Fire Department buildings.

Highlights and Accomplishments

- Secured and modified leased space on Smith Place to relocate Engine 8 and Ladder 4 so that construction could begin on the rehabilitation of the Taylor Square fire station located at the intersection of Sherman and Garden streets. The temporary location is providing fire protection capabilities to the district to which they are assigned.
- Awarded construction contract for the Taylor Square station. The rehab will include the windows, doors, façade and historical details of this prominent firehouse. The structure is approaching its centennial and will now receive upgrades to the major systems of the building, as well as alarm and new sprinkler system. The project is scheduled for completion this fall.
- Replaced Engine Company 6 with a 2002 Pierce 1250 GPM fire pump at the River Street station. The new Engine 6 has foam capacity for use in transportation and flammable liquid fires. The present Engine 6, a 1989 Pierce, will be overhauled and used as a reserve piece of equipment.
- Replaced Engine Company 2 with a 2002 Pierce 1250 GPM fire pump at the Lafayette Square station. The present Engine 2, a 1989 Pierce, will be overhauled and used as a reserve piece of equipment. The reserve apparatus are being fully equipped so that they may be used as spares while maintenance is being performed on front line vehicles, and more importantly, can be placed into service as additional fire companies if the need arises.



Lt. Robert M. Morrissey (Ladder 1) is shown emerging from a boiler room fire covered in fuel oil. Fire location was 459 Broadway (CRLS) (photo: CFD Lt. Brian Higgins)



Captain Gerard Mahoney (SARA/LEPC) was first off at a rollover at the Fresh Pond Rotary. Captain Mahoney is seen applying traction to the lone occupant. The occupant was transported to Mount Auburn Hospital for non-life-threatening injuries. (photo: CFD Lt. Brian Higgins)



Firefighters attack fire at 254 Mass. Ave using aerial. (photo: CFD Lt. Brian Higgins)

Health

Harold Cox, Chief Public Health Officer • 119 Windsor St., Cambridge • 617.665.3800

Cambridge Public Health Department is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The Department's mission is to protect the health of Cambridge residents, workers and visitors. It does this by providing an array of public health services including, but not limited to, communicable disease prevention and control, school nursing, West Nile virus response, childhood asthma prevention, disaster planning, tobacco control, domestic violence prevention, and children's dental health.

The Department also oversees the care and use of laboratory research animals, and regulates massage therapists, body art establishments, ice rinks, tanning salons, and recombinant DNA research. Health data analysis is provided to the Department through the Institute for Community Health.

The Cambridge Health Alliance CEO is the Commissioner of Health for Cambridge, and delegates the department's operations to the Chief Public Health Officer. The Department is advised by the Cambridge Public Health Subcommittee, the Joint Public Health Board, and the City Council's Health and Environment Committee. The Department works closely with the City Manager, City Council, and all City departments.

Highlights and Accomplishments

Public Health Nursing Program

- Nursing staff held 28 flu clinics at homeless shelters, senior housing complexes, and other locations.
- Nursing staff worked with the state on developing smallpox vaccination plans for the city's two hospitals.
- Nursing staff worked closely with the state to monitor suspected cases of Severe Acute Respiratory Syndrome (SARS) in Cambridge.
- Nursing staff continued to serve as care managers for patients with active tuberculosis.

School Health Nursing Program

- All entering kindergartners in the Cambridge Public Schools met state vaccination requirements in 2002.
- School nurses successfully implemented a pilot asthma management program that links students, parents, physicians, and school nurses.
- School nurses trained teachers and administrative staff to use EpiPens® to treat children who experience life-threatening allergic reactions at school.

Community Health Programs

- The Cambridge and Boston health departments led a successful campaign to protect all workers in Greater Boston from exposure to secondhand smoke. In June 2003, Cambridge the City Council voted to extend the City's workplace smoking ban to restaurants, bars, and private clubs.
- 2,432 children in 17 elementary schools (including non-public schools) received dental screenings and 3,132 children in grades K-4 received classroom education in oral health.
- Through its Let's Talk campaign, the Agenda for Children

Literacy Initiative distributed 3,484 books to Cambridge families and organized: 13 parent-child activity events attended by 520 people; a series of workshops attended by 66 family child care providers; and 14 reading parties.

- A teen dating violence prevention campaign was launched at CRLS. Cambridge young people helped develop the campaign and its message, "Cambridge Stands Against Abuse."
- Produced a comprehensive report on the Harvard Square Pit that addressed public safety, design, and social service issues related to "Pit Kids," many of whom are homeless.
- The Cambridge Walks campaign produced walking maps of Cambridge, and organized "Walk with Your Child Day" and the Golden Shoes hunt (with the Cambridge Arts Council).

Environmental Health Unit

- The Department and the Cambridge Biosafety Committee sponsored the inaugural Cambridge Biosafety Forum, attended by more than 90 people from universities, biotech companies, and health departments in eastern New England.
- Managed the city's response to the threat of West Nile virus. This work included reducing the mosquito population, maintaining a system for reporting dead birds, and educating residents.
- Healthy Homes staff conducted 135 home visits to families of young children with asthma. The program is designed to improve indoor air quality, safety, and delivery of clinical services.
- The Indoor Air Quality Program conducted over 35 investigations in homes, workplaces, and schools.
- Worked with neighborhood groups to address the decommissioning of the 50-year-old cyclotron at Harvard, controlling risk from asbestos in the soil at Russell Field and W.R. Grace, and establishing proper public notification during storm-related overflows into the Alewife Brook.
- Staff worked with community groups to reestablish a citizens' biosafety committee in Boston and help establish proper oversight of Boston's biotech companies.

Emergency Preparedness Unit

- Worked with the Cambridge Local Emergency Planning Committee to prepare for emergencies that could represent a major threat to residents' health and safety.
- Received CDC funding (through the state) to coordinate emergency planning activities for 27 Boston area health departments.
- Received a grant to expand the Emergency Department Surveillance System, which alerts hospitals about possible bioterrorist events.
- Collaborated with Northeastern University, the Boston health department, and the state health department to present a statewide emergency preparedness training for local community response teams.

Health Data Analysis

- The Department used data from the Institute for Community Health's 2002 behavioral risk factor survey to better understand health issues facing Cambridge adults.

Historical Commission

Charles Sullivan, Director • 83 I Massachusetts Ave., Cambridge • 617.349.4683

Established in 1963, the Cambridge Historical Commission (CHC) administers one of the oldest and most extensive historic preservation programs in the country, protecting more than 3,000 buildings in two historic districts, five neighborhood conservation districts, and 22 individual landmarks. The staff oversees the regulatory activities of the Cambridge Historical Commission and four neighborhood commissions, whose volunteer boards are made up of Cambridge citizens. The CHC reviews demolition applications for buildings over 50 years old and can delay demolition of significant buildings to try to find a preservation alternative. In FY03, the commissions reviewed over 250 applications for work at designated properties and 50 applications for demolition. The CHC also manages restoration projects in historic public areas, such as Longfellow Park, the Old Burying Ground, and the Revolutionary-era Fort Washington; maintains city monuments and statues; and installs historic markers at sites throughout the city.

Many of the Commission's activities support its broad mission to preserve the diversity of Cambridge's built environment and disseminate information about the city's architectural and social history. CHC staff meet frequently with property owners, developers, and local groups to discuss historic preservation options and offer technical advice on building issues and historic paint colors. Community Preservation Act (CPA) funds have had a significant impact on the City's historic preservation program by greatly increasing both the number and amount of CHC Preservation Grants in FY03. In May 2003, the CHC honored twelve exceptional historic preservation, restoration, and renovation projects in Cambridge at its annual Historic Preservation Recognition Program.

In FY03, staff members developed and presented 65 educational and informational programs to almost 1,900 children and adults. The staff assisted over 350 researchers in the office and responded to almost 2,000 telephone, mail, and e-mail inquiries. The Commission's Web site continues to rank among the top City departments for the number of online visitors. The Commission's publication program now includes neighborhood oral histories; the latest focuses on East Cambridge.

Highlights and Accomplishments

- Completed design review for several large projects, including: 90 Mt. Auburn Street (Harvard University); Zero Arrow Street (Market Street Theatre); and Harvard's Center for Government and International Studies. Also completed design review and construction oversight of 98 Winthrop Street (restoration of ca. 1795 house and construction of restaurant); 1408-1414 Massachusetts Avenue (Fleet Bank façade restoration); and Palfrey House relocation.

- Initiated review of the Cambridge Public Library Main Library Expansion Project.

- Completed pre-press tasks for a new book, *Old Cambridge*, in *The Survey of Architectural History in Cambridge* series.

- Completed the manuscript for an oral history of East Cambridge, a major industrial center and prime destination for immigrants in the 19th century. More than 100 current and former residents, storeowners, and business people were interviewed for this project.

- Published informational brochure on window repair and replacement for homeowners.

- Restored City-owned bronze statues of John Bridge, Charles Sumner, and Abraham Lincoln, 12 bronze plaques on the Civil War monument (all on or near Cambridge Common), and "The Hiker" in Arsenal Square Park.

- Completed restoration of the City Hall portrait collection of 12 oil portraits of mayors and other City officials, from the 1870s to the 1920s.

- Completed a condition assessment report of the gravestones and monuments in the Old Burying Ground in Harvard Square.

- Posted Commission brochures online, covering permitting, historic resource protection, and the history of Harvard Square.

- Received and catalogued donations of Cambridge-related materials, including: a photographer's collection of 8,500+ photographs of Cambridge, Harvard, and Boston-area subjects; photos, immigration and naturalization papers, and other documents relating to a Lithuanian-American family; and over 400 City records documenting house moving from 1890 to 1910.



Charles Sullivan, CHC Executive Director (right) accepts the Paul E. Tsongas Award from Maurice Childs, Chair of Preservation Mass. The Commission received the award "in recognition of [their] many accomplishments and passionate commitment to the preservation, protection, rehabilitation and restoration of historic and cultural resources in . . . Cambridge and... the Commonwealth."

Human Rights Commission

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of the citizens of the city. The Commission is mandated to investigate and adjudicate complaints of discrimination in employment, housing, public accommodation and Civil Rights Act violations. The Commission also educates the public about their rights and responsibilities under the law, advises the administration about issues affecting City departments and provides training to City employees.

Highlights and Accomplishments

- With a one-year grant from the U.S. Department of Housing and Urban Development (HUD), the Commission hired a curriculum developer and an education & outreach coordinator to implement an outreach program targeting persons with disabilities, linguistic minorities and immigrants. The Education and Outreach Coordinator developed and implemented collaborative initiatives with various other City agencies. The Curriculum Developer developed an electronic-based Fair Housing Curriculum with the assistance of the Cambridge Public Schools Department, to introduce Cambridge high school students to the Fair Housing Laws. The grant has resulted in a significant increase in public inquiries received by the Commission.

- In addition to obtaining the annual case-processing agreement with HUD, the Commission also received a Partnership Initiative grant to develop a user-friendly Web site and a fair housing video. The two initiatives are being undertaken this year.

- Despite funding cuts affecting the Massachusetts Commission Against Discrimination (MCAD), CHRC secured a one-year memorandum of understanding to maintain its case processing and enforcement relationship with the MCAD.



First Place Poster contest winner for the 2003 Fair Housing Awards.

- Collaborated with the Cambridge Commission for Persons with Disabilities and the Law Department in strengthening the Cambridge Human Rights Ordinance by adopting the language of Title III of the Americans with Disabilities Act.

- Designed new Commission brochures as part of its first phase of the five-year strategic plan. The brochures are being translated into Chinese, Haitian Creole, Spanish and Portuguese, to be used for outreach.

- Sponsored a Fair Housing Month Celebration in partnership with the Fair Housing Committee. Approximately 200 Cambridge students from sixth through eighth grade participated in the annual poster and essay contest. As in the past, busi-

nesses in Cambridge; notably Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, and several local businesses donated money, savings bonds, and gift certificates used as prizes for the winners.

- Continued to produce a newsletter, which is widely distributed to community organizations, City employees and interested citizens. The newsletter consists of news of the Commission and legal news and analysis regarding discrimination law.

- Continued to provide training sessions on fair housing and employment discrimination laws to municipal agencies, Cambridge Schools and community organizations. The Director also addressed televised community forums, community meetings, and various Governor's Advisory Councils and Boards regarding discrimination.



First Place Essay contest winner for the 2003 Fair Housing Awards.

- Continued to collaborate with the City's Personnel Office and the Women's Commission in providing regular sexual harassment training to new hires.

- Continued to collaborate with the Boston Fair Housing Center in projects to strengthen enforcement of the fair housing laws.

- Continued participation in the Massachusetts Association of Human Rights and Human Relations Commissions to keep abreast of local issues and to jointly develop responses.

- Continued to meet with municipal public officials and citizen's groups to advocate for the creation of local ordinances and human rights commissions modeled on the Commission.

- Continued to participate in the Civic Unity Forum to provide better access of City services to the public.

- Continued implementing mediation as part of the Commission's enforcement mission. All formal complaints investigated by the Commission are subject to mediation before a determination on the case is made. Over 30% of cases were amicably resolved prior to a finding.

- Continued to investigate attorney-assisted complaints under the MCAD's Rules and Procedures. This recognizes the Commission's ability to investigate complaints of discrimination that involve complex legal issues.



The CHRC Staff.

Human Services

Jill Herold, 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, as well 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, DHSP worked closely with the School Department to relocate programs affected by the school mergers and closures. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and collaborated with the School Department on implementing extended day programming to meet the needs of Cambridge students and their families.

Highlights and Accomplishments

- Served 75,242 meals in 31 sites throughout the city during the Summer Food Service Program. Meals were served at 19 open sites, including parks, MDC pools, housing developments and at 12 enrolled sites.
- Increased employment and referral services to public housing tenants through collaboration between the Cambridge Housing Authority and the Cambridge Employment Program.



Parents and children at an Agenda for Children storytelling event as a part of the Citywide Talk campaign.

- Provided athletic opportunity to 10 summer camps serving 500 children ages 7-14 through coordination of the 19th Annual Citywide Youth Games held at Danehy Park.
- Provided fuel assistance to over 800 income eligible Cambridge residents to help them pay for the cost of winter heating.
- Through training and professional development, enhanced the capacity of out of school time staff to incorporate children with significant special needs into existing programs.
- In collaboration with the Personnel Department, continued implementation of comprehensive training for department supervisors.
- Launched a comprehensive online database of human service programs in conjunction with a celebration of the city's human services agencies.

Office of Workforce Development

The Office of Workforce Development is charged with expanding employment and training opportunities for Cambridge adult and youth residents and assessing and responding to the unmet needs of the local workforce and employers. It does so by forging alliances among employers, community-based organizations, the schools and post-secondary educational institutions and by providing research and development services to them.

The Office streamlines access to information about employment and training resources; coordinates service delivery through collaborative planning and program development; and creates opportunities for youth and adult residents to develop career pathways.

- Through the Cambridge Employment Program, placed 140 residents in jobs or education and training programs.
- Convened the Cambridge Adult Employment Alliance, which brought STRIVE'S unique brand of soft skills and job readiness training to 19 Cambridge residents.
- Worked closely with community partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site.
- Managed contracts with local community-based organizations for employment and training services (including Just-A-Start's Biomedical Training Program) and oversaw construction monitoring to ensure compliance under the Cambridge Employment Plan Ordinance and First Source hiring agreements.
- Through the Mayor's Summer Youth Employment Program, served 650 youth providing them with summer jobs and increasing participants' skills and employability by expanding career/college readiness activities.



The City's annual **Danehy Park Family Day** in September draws thousands of people for music, amusement rides, food and fun, arts and crafts, and more.



The annual **Dance Party** caters to families, teens and seniors who enjoy an evening of dancing on the streets as Mass.Ave. in front of City Hall is closed down for a few hours in June for the annual Dance Party. Both events are free and coordinated by the City Manager's Office.





Reflect

25th Cambridge River Festival

On Saturday, June 14th, 2003, the Arts Council produced the 25th Cambridge River Festival. The festival theme, *Reflect!*, provided an opportunity to look back at 24 years of activities occurring at CRF and “reflect” on the significance of this event to Cambridge and the metro Boston region. Highlights included three mixed-genre music stages, an extensive Family Stage and Art-Making area, artist residencies in the Cambridge Public School System, Chalk on the Walk, artists from the Cambridge Artist Open Studio groups, a community art activity on the Charles River, roving performances and crafts and foods from locations around the world.



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 attempts to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives, including overseeing the Federal Housing and Urban Development's local Continuum of Care which brings to the city and non-profit agencies approximately \$1.5 million dollars annually to support homelessness services.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- Completed data collection for an on-line health and human services information and referral database.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of funds that flow through the Division to community agencies. Among the contracted services are: Youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities. During the past year, the Division administered more than \$2.5 million dollars in federal, state and other grants to provide these services.
- Assisted in special planning efforts, including a home delivery program for residents who had difficulty accessing food pantries.

Multi-Service Center For The Homeless

The Multi-Service Center 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 and women in partnership with the YWCA and 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. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the Cambridge Health Alliance, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 450 individuals in temporary or permanent housing.
- Helped 180 individuals and 300 families maintain their current housing.
- Assisted 125 families in locating new housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and substance abuse education to health care professionals.

- The Coalition used a science-based Life Skills Training curriculum for work in the Cambridge Public School middle grades.
- Pioneered a successful server-training program for alcohol servers and sellers.

Commission for Persons with Disabilities

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

- Provided technical assistance and over 80 training sessions to City departments and staff.
- Responded to over 1,200 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.



Valentine Workshop for kids as part from all DHSP Programs at the Fitzgerald School and Gately Youth Center as part of "Lead to Opportunities for Youth with Disabilities" Project.

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. One major undertaking of the Kids' Council is the Agenda for Children, an initiative that brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to promote the well being of our city's children. The Council oversaw the implementation of action plans to achieve the Agenda for Children initiative's two priority goals: 1) Children and their families will be able to read; and 2) Children and youth will have access to supervised activities in nurturing and safe environments at all times. The Kids' Council also continued to oversee the community engagement program, designed to strengthen community agencies' ability to engage families in working on these goals. A new initiative for the Kids' Council this year was a Youth Participation and Planning Initiative with the goal of developing a comprehensive plan to engage young people in civic life.

- Through the Agenda for Children Literacy Initiative, over 600 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, over 40 Out of School Time Programs participated in a Resource Partnership to enhance professional development and quality improvement utilizing National School Age Care Alliance Standards.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 13 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, three extended day programs with the School Department, and



Participants in the Neighborhood Service Project, a collaboration between the Office of Workforce Development and Youth Programs.

full-day summer and vacation camps. Community Schools run programs such as Summer Arts in the Park, cultural and social family events, including children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge.

- Over 1000 classes were offered for children and adults along with numerous family and senior trips.
- Offered more than 50 Arts in the Park events and three performances in conjunction with the Arts Council.
- Served over 850 children through summer camps (with 40 percent receiving tuition assistance) and collaborated with the School Department to incorporate summer academics in several camps and to provide extended day camps for summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 10th successful Night Out Against Crime, attracting more than 2000 participants.



Moore Youth Center Pre-teen members on a field trip to Alewife Brook Reservation.

Youth Programs

The Cambridge Youth Program serves pre-teens and teens at five youth centers. The program strives to enrich the lives of youth (ages 9 to 19) by promoting leadership skills, providing academic support, recreational activities, and by providing a safe and fun place to grow. Programs are delivered through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff is available to provide direct service, enrichment activities and mentorship to youth. The centers run pre-teen programs five afternoons per week, a Saturday service-learning program for pre-teens, and teen programs in the evenings.

- Successfully completed licensing through the Office of Child Care Services for the pre-teen leadership program, adapting the model to the changing needs of the community.

- Addressing the needs of older teens, expanded the “Leaders in Action” program for 16-18 year olds, focused on leadership development, career awareness and community service, and piloted a new evening teen program model.
- Expanded parent and community volunteer participation in the youth centers and worked with a Citywide Advisory Board to enhance youth center programs.

Positive Edge

Positive Edge is a youth outreach and advocacy program established in 1993 in response to the increase of violence involving young people in the city. The program focuses on at-risk youth not reached through conventional efforts. Positive Edge also builds collaborations with City departments, neighborhood groups, local community agencies, churches and health centers. Youth advocates are trained to deal with youth one-on-one and to link them with much needed services. At the end of the fiscal year, oversight of this program, previously under the Executive Department, was shifted to the Youth Programs Division of DHSP to facilitate program linkages.

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 city-wide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of



Children from the Recreation Division's Camp Rainbow enjoying a field trip to Beaver Brook.

Mayor Thomas W. Danehy Park. This 55-acre former landfill has become the main focal site of youth and adult athletic leagues, and city-wide special events such as Danehy Park Family Day. During the year, the Recreation Division sponsors children's activities at neighborhood parks and playgrounds and the Gold Star Pool, as well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs.

- Completed expansion of recreational opportunities at Danehy Park with the addition of a new upgraded 400-meter running track as well as systematic improvements to the extensively used fields to ensure quality playing surfaces.

- Successfully managed the 16th annual CityRun road race, which attracted over 700 participants and raised \$16,000 for the Friends of Cambridge Athletics.

- Sponsored 175 youth and 55 adult recreation and swimming classes.

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 will be implementing 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 45,900 rounds of golf were played at the course.

- Sponsored a successful free weekly junior golf lesson program serving 50 youth this year.

- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.

- In conjunction with the Massachusetts Golf Association and Harvard University, staff offered a weekly off-season youth golf lesson program.

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 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 Substance Abuse Services for Seniors (SASS) program, for example, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle bus that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

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

Human Services



Seniors on one of a series of boat trips at Lake Winnepesaukee donated to the Council on Aging.

- Provided over 3000 information and referral services to seniors.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 400 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.
- Expanded weekend programs, including yoga and piano classes on Saturdays, in addition to being open on weekends for meals and casual drop in.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received almost 5000 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 35,000 individual meals were served last year.

Child Care and Family Support Services

The Child Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child Care Services licensed childcare programs. School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school day curriculum. Programs are located at the Fletcher-Maynard, Morse, Fitzgerald Schools, King and the Graham and Parks Schools. For the upcoming year, the programs at Graham and Parks have closed and other program sites have been expanded.

The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Pre-School programs are located at the Haggerty, King, Longfellow, Morse, Fitzgerald and Kennedy Schools. For the upcoming year, the Longfellow program will be operating out of the new King Open School.

Inclusionary practices are strongly supported through collaboration with the Office of Special Education of the Cambridge School Department.

- Served approximately 300 children daily, more than half of whom received full or partial subsidies or scholarships through the state or the City.



Pre-school children at the Morse Pre-School.

Center For Families

The Center for Families of North Cambridge began in 1994 as an initiative of the Kids' Council. This neighborhood based, school-linked family support program is housed in the Fitzgerald School Community Wing. An elected Community Advisory Council representing the North Cambridge neighborhood provides guidance to the program. The Director of the Center is supported by funds equally from the Cambridge Health Alliance, the School Department and the City. Operating costs are supported primarily by a Massachusetts Family Network grant from the Department of Education and a Massachusetts Family Center grant from the Children's Trust Fund. The Center for Families is one of the first of 12 family centers to be nationally certified in recognition of the role it plays in strengthening families.

- Provided information and assistance on finding resources to over 100 families.
- Provided parent education and support groups to more than 150 families.
- Enhanced program accessibility by providing programs in community housing, by offering programs in several languages and by providing on-site child care for parenting groups.

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; reading, writing and math literacy; GED preparation; the Adult Diploma Program and the Pre-College Bridge Program.

The core program includes seven levels of English for Speakers of Other Languages classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their English, reading, writing and math skills on a computer.

Of the students served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35 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 also provide family literacy programs, outreach and classes for special populations including the homeless, public housing residents and welfare recipients, teacher training, workplace education and the development of public health and civic education curricula.

- Provided adult basic education classes to more than 1,000 adults.



Inspectional Services

Robert Bersani, Commissioner • 831 Massachusetts Ave., Cambridge • 617.349.6100

The Inspectional Services Department (ISD) is primarily responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. These responsibilities include the administration and enforcement of the Building, Electrical, Plumbing/Gas, and Mechanical Codes together with articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and daycare and recreational day camp inspections. The Department also enforces the Zoning Ordinance and provides staff support to the Board of Zoning Appeals (BZA).

Highlights and Accomplishments

- Despite the general downward trend in the economy, the generation of historically high levels of revenue from building permits and related fees continued reflecting the high level of construction activity taking place in the city.

- Enhanced the technical capability and efficiency of the inspectors and support staff by upgrading computers and copying and printing equipment, and providing them with two-way radios.
- Continued the focus on employee training with emphasis on customer service/stress management, employee development, computer applications and supervisory training.
- In support of the Cambridge Tobacco Control Program, conducted several hearings resulting in suspension of sales permits for violations of the tobacco control provisions (sales to minors) of the Municipal Code.
- A minimal number of zoning determinations by the Department were appealed to the Board of Zoning Appeal and all were upheld.

Law Department

Donald A. Drisdell, City Solicitor • City Hall • 617.349.4121

Established by Chapter 2.26 of the Cambridge Municipal Code, 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 on a wide variety of issues to the City Manager, Mayor, 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. In addition to this litigation function, attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and Department Heads. Attorneys regularly attend meetings of the City Council and its sub-committees, 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 function of handling nearly all of the City's litigation in-house.
- Continued outreach and training to departments on legal issues affecting duties they perform and measures to improve risk analysis and control.

- Focused significant resources on analysis, review, and advice on:
 - Proposed zoning amendments and other planning-related issues
 - Development of the Neville Manor skilled nursing facility
 - Housing matters, including preservation of long-term affordability for expiring use buildings and the development of new affordable housing projects
 - Public Works projects, including sewer and storm drain separation and other significant infrastructure improvements, and development and implementation of a siting policy for utilities
 - Environmental review and analysis of many projects
 - Cable television franchise matters, including existing license transfer and compliance
- Vehicle traffic issues, including truck regulations, traffic mitigation measures relating to development and pursuant to the City's Parking and Traffic Demand Management Ordinance, and review and revision of policies and procedures
- Advising City officials on legal issues relating to public construction projects and the acquisition and disposition of City-owned property, and the drafting and review of easements, licenses and contracts.

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

Cambridge residents used their public library in unprecedented numbers during the past year. As the economy faltered, jobs were lost, discretionary income diminished, and families scrutinized their expenses. It was no surprise that library use rose during the year. Job seekers became more creative in their searches, families sought out free programs and materials, and the library continued to serve all with its historic commitment to excellent service. For the first time in history, circulation topped 1,100,000.

In the face of dramatic increases in library use, the library staff worked even harder to manage the growing demand without compromising the quality of library services. Feedback from our patrons indicates that they have been successful. Some quotes from our users:

"...an excellent Cambridge resource...."

"I am glad I live in a town with good library facilities and staff who have internalized a just philosophy of librarianship."

CPL by the Numbers in FY03

- library use increased by 12%
- 1,116,012 library materials were loaned out (759,282 adults and 356,730 children's)
- library staff checked out an average of 70 books per hour
- 32,310 new books, compact discs, videos, tapes, and other materials were added to the collection
- 50,452 cardholders
- 358,655 hits to the library's web page
- 90,346 reserves processed – a 23% increase
- 86,433 public computer sessions, a 13% increase
- 2,546 programs presented to 64,199 attendees
- 60,032 children's books checked out during the summer reading program, a 14% increase

Highlights and Accomplishments

The 2003 May Hill Arbuthnot Honor Lecture

FY03 was the year of Maurice Sendak. The Cambridge Public Library and Children's Literature New England were honored to be selected as the hosts of the 2003 May Hill Arbuthnot Honor Lecture, sponsored by the American Library Association (ALA) and the Association for Library Services to Children (ALSC). The speaker was esteemed children's author and illustrator Maurice Sendak. Months of community collaboration and planning ended in the "Wild Rumpus for Maurice Sendak." Events included:

- Production of Sendak's play, *Really Rosie* by CRLS Department of Drama and Dance, which was attended by 450
- Exhibit of Cambridge Public Schools student artwork, presenting the youngsters' response to Sendak's work, at the Fogg Art Museum; the opening reception was attended by 750 including Harvard University President Lawrence Summers and Carolyn Turk, Acting Superintendent of Schools.



Manuel Rogers, Jr., Mrs. Manuel Rogers, Sr., City Councillor Timothy Toomey accept Portuguese books from General Consul Dr. Madiera Barbara

- Sendak-inspired story hours, visits to schools and day care centers, and special events at all Cambridge Public Libraries
- Dinner for Mr. Sendak and ALA dignitaries at the Fogg Art Museum
- Symposium on the work of Maurice Sendak at MIT, attended by 250
- "Descent into Limbo" the May Hill Arbuthnot Honor Lecture, given by Maurice Sendak at Kresge Auditorium, MIT to 1,200 attendees
- Distribution of 1,200 copies of Mr. Sendak's book, *I Saw Esau*, donated by Candlewick Press.

The Library was fortunate to have the unequivocal support of Mayor Michael Sullivan and his staff, Massachusetts Institute of Technology, Harvard University, the Cambridge Public Schools, the Friends of the Cambridge Public Library, the Agenda for Children, countless individuals, and area businesses.

Joanna Long, Chair of ALA's Arbuthnot Committee wrote, *"There has never been a larger audience for an Arbuthnot lecture. Certainly there has never been one more eager to attend, nor better satisfied.... Thank you for putting together a splendid, unforgettable occasion."*

Cambridge Reads Cover to Cover

- The Cambridge Public Library, the Office of Mayor Michael A. Sullivan, the Cambridge Center for Adult Education and the Harvard Book Store co-sponsored "Cambridge Cover-to-Cover", a city-wide book club. James McBride's paean to his mother, *The Color of Water; A Black Man's Tribute to His White Mother* was selected as the first book. Mr. McBride participated in the March kickoff by spending the day at CRLS and talking about his work with students. Hundreds of residents discussed the book in cafes, libraries, hotels, homes, workplaces and churches.

Contributions

- The Friends of the Cambridge Public Library's fourth annual Secret Gardens Tour attracted over 1,000 visitors to the 32 featured gardens and netted over \$20,000 to support library initiatives.
- The Bill and Melinda Gates Foundation awarded \$111,180 for the purchase of computer equipment and software for the Main Library, the Rotary Technology Learning Center, and the Valente, Central Square, and O'Connell Branches.
- The Starbucks Foundation awarded a Literacy Grant to the Cambridge Public Library and CRLS to fund poetry slams and poetry workshops for teens.
- As part of its grand opening, The Hotel Marlowe sponsored a book drive to benefit the library's outreach program to the city's homeless shelters.

Technology

- The Minuteman Library System, which includes the Cambridge Public Library, upgraded its software and moved to a Triple I system. The transition necessitated a few days of downtime, a month of no reserves, and minor inconveniences for staff and patrons. Patrons were rewarded with a five-week loan period and a fine free month.

Main Library Highlights

- William Rawn Associates and Ann Beha Architects worked in consultation with staff and the Design Advisory Committee (DAC) appointed by City Manager Robert W. Healy to develop a conceptual design for the Main Library Expansion. Approximately 30 public meetings were held to identify the community's vision for the library, the park, and CRLS; to review seven conceptual approaches; and to refine the preferred concept. The DAC and the community endorsed an expansion on the east side of the building and the removal of the 1967 wing in order to restore the original view of the historic stack wing, as to create a more open entry plaza to CRLS, and to ensure a more cohesive new library.
- Over 600 children and their families test-drove "big trucks" at the Main Library to celebrate Public Works Week, a joint venture between the Library and the Department of Public Works.
- The newly formed Teen Advisory Council hosted its first guest author, Cambridge resident Kathryn Lasky.

Branch Highlights

Central Square

- Omar Tyree, popular author of *Fly Girl* and *Do Right Man*, spoke about his latest work.
- HBO comedian Bob Gautreau led a series of workshops for aspiring comedians, culminating in a "student" performance for an enthusiastic audience of 120.

- Former Poet Laureate Robert Pinsky and renowned author Alice Walker hosted the Boston Herald Poetry Awards to an SRO audience during National Poetry Month.

- The Central Square Literacy Project published *Hopes and Journeys*, a collection of student writing that was underwritten by the Harvard Book Store Holiday Giveback Program.

Branch circulation increased 29%.

Collins Branch

- Mayor Michael Sullivan read aloud to local families with author and illustrator Margaret Graham Holmes as part of the national "Read Across America."
- Active programming and responsive services led to a 25% increase in circulation and a 45% increase in adult program attendance.

Boudreau Branch

- Patron requests increased 40% and circulation increased 14%.
- Introduced a weekly pre-school story time.

Valente Branch

- Under the leadership of Dr. Madeira Barbara, Consul General of Portugal, the Valente Branch Library received 600 new books in Portuguese from the Camoes Institute of Lisbon.
- Three cat sculptures created by Cambridge artist Judy McKie for the outdoor reading garden at the Valente Branch were unveiled. The winner of a contest held by the library named the cats "Hither," "Thither," and "Yon."

Circulation increased 24% and adult program attendance increased by 75%.

O'Connell Branch

Cooperated with author Sarah Boyer on her Oral History of East Cambridge.

Circulation increased 50%, the highest increase in the library system.

O'Neill Branch

- Chef and artist Claudine Mussuto offered a series of cooking workshops for families entitled, "*Family Fare with Flair: How Little People Can Help Make It Happen.*"

- Once Upon a Time Family Theater gave starring roles to the audience in a performance of the participatory play Robin Hood.
- Circulation increased 31% and program attendance increased by 13%.

License Commission

Benjamin Barnes, Chairman • 831 Massachusetts Ave, Cambridge • 617.349.6140

The Cambridge License Commission, comprised of a civilian Chair, the Fire Chief and a Police Department representative, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants and other individuals and establishments in the city.

The front office staff continued to dedicate much of its time renewing and issuing annual and special one-day licenses that accounted for over \$1.75 million in revenue, funding the complete cost of operations for the Commission's office and field staff.

Highlights and Accomplishments

- A coalition consisting of the License Commission, National Commission Against Drunk Driving, AT&T Wireless and Ambassador-Brattle Cab Company introduced the first ever SoberRide in the Commonwealth of Massachusetts in Cambridge on New Year's Eve and repeated the program for St. Patrick's Day. This program provided taxicab rides home to individuals who may have over-celebrated. During a 24-hour period on New Year's Eve/New Year's Day, we served over 100 individuals with free rides and served 45 individuals with free rides during the 12-hour St. Patrick's Day program.
- Worked with MIT's Campus Alcohol Advisory Board (CAAB) to begin alcohol-training programs in MIT dormitories and fraternities to diminish underage and binge drinking on campus.

- Organized a meeting of the Municipal Licensing Organization and the Alcoholic Beverages Control Commission (ABCC) to inform local licensing authorities of changes at the ABCC due to state cut backs.

- In concert with the Cambridge Licensee Advisory Board (CLAB), the House of Blues, Harvard, MIT and Lesley University, sponsored the first underage event at the House of Blues. This "battle of the bands" between Harvard and MIT, attracted over 500 underage college students over the course of the evening for an alcohol-free, entertainment event with a message of "you can have fun without alcohol." We hope to make this an annual event.

- In collaboration with CLAB, helped to plan and promote the First Annual "Taste of Cambridge" event, which will highlight Cambridge restaurant licensees. This event will showcase the best of Cambridge restaurants, in an effort to show customers the diversity and excellence of our local licensed establishments and promote local industry in these times of economic uncertainty.

- The Commission voted to submit the Accessible Cambridge Taxicab (ACT) contract to the Purchasing Department for public bid. The successful bidder will be responsible for management and oversight of the seven existing accessible cabs, as well as any additional accessible cab medallions issued.

Management Info. Systems

Mary Hart, Director • 831 Massachusetts Ave, Cambridge • 617.349.4140

The Management Information Systems Department (MIS) provides information technology to 925 users, 42 departments and 40 municipal buildings, supporting enterprise-wide municipal applications such as Finance, Payroll, Personnel, Customer service, and Geographical Information System (GIS). MIS supports a fiber optic network linking hundreds of users to centralized applications, and the World Wide Web. MIS provides project management support implementing an Enterprise Customer Relationship Management (CRM), Work Order & Infrastructure Management system, and directing enhancement and deployment of a robust City Web site. This site is expanding as a useful tool for the City of Cambridge. It provides access to important City resources and information and the ability to transact business remotely with online payment options. Overall, MIS serves as technical consultants and provides desktop, network and systems management services to the City.

Highlights and Accomplishments

- Launched the City's Web site, improving navigation & usability. Recognized by Massachusetts Interactive Media Council (MIIMC) as finalist for Best Web Site Municipal Government, Massachusetts Municipal Association (MMA) Best Practices in Web Development and honorable mention "Top Pick" government Web sites from MuniNet Guide & Review.

- Upgraded City e-mail system reducing support costs, offering new features such as remote access via a Web browser and inter-departmental meeting scheduling.

- Improved Property Database Web search capability providing access to information easily and with accuracy.

- Improved the Financial systems environment & expertise resulting in cost savings of \$100,000 during tax processing season.

- Implemented new Asset Management system, producing GASB34 reports to the government.

- Completed implementation of new CAMA system offering improved processing of property valuation.

- Implemented new Web problem ticket system for City access and managing the rising cost to technology support.

- Upgraded City Internet capacity providing better performance and with a yearly cost savings of \$30,000 per year.

Mayor's Office

Michael A. Sullivan, Mayor • City Hall • 617.349.4321

Mayor Michael A. Sullivan was elected Mayor of Cambridge in January 2002 by a unanimous vote of his City Council colleagues. He was first elected to the Cambridge City Council in 1993 and is currently serving his tenth year on the Council. The Mayor chairs both the City Council and the School Committee and regularly serves as the City's ceremonial leader.

Highlights and Accomplishments

- Mayor Sullivan has focused much of his time and efforts promoting literacy initiatives, including the "Let's Talk" Campaign, "Share A Book Anytime Anywhere" Initiative and the Back Pack Express mailing encouraging home based literacy. To support these initiatives the Mayor read at numerous pre-school programs and invited students to City Hall.
- The Mayor worked with the School Committee and staff to conduct an efficient search for a new Superintendent of Schools. He worked with the Acting Superintendent and her leadership team, School Committee and parents to develop a school consolidation plan that addresses decades old unresolved issues in our educational system that will lead to a system providing quality education for all children.
- Mayor Sullivan has worked with the Cambridge Housing Authority to increase the number of landlords participating in the Section 8 Program and he continues to work with members of the City Council on efforts to establish both affordable and moderate, middle and low income housing for families and individuals.

Mayor's Goals

- The Mayor is committed to monitoring the implementation of the School consolidation plan and assisting the new Superintendent with his acclimation to the Cambridge community.
- Mayor Sullivan continues to work with the City Council Committee on University Relations to create a positive dialogue to bring into focus long-term planning, in lieu of taxes agreements, educational initiatives and philanthropic policies.
- The Mayor wants to improve workforce development by continuing to meet with and encourage local employers to provide employment opportunities for Cambridge residents.



Mayor Sullivan presides over September 11th Commemoration ceremony.



Cambridge Public School students visit Mayor Michael A. Sullivan at City Hall.



The Mayor's Staff (front row): Ruby Pierce, Education Liaison; Katherine Rafferty, Chief of Staff; (back row): Dennis Collins, Manager of Constituent Services; Paula Crane, Executive Assistant to the Mayor; and Garrett Simonsen, Assistant to the Mayor & Vice Mayor.

Peace Commission

Cathy Hoffman, Director • 51 Inman St., Cambridge • 617.349.4694

The Cambridge Peace Commission's mission is to promote peacemaking within Cambridge, at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our city. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge. The Commission pays special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.

Promoted peace and justice in schools by

- Working with the Peaceable Schools Group to organize a 5-day Urban Peaceable Schools Institute with workshops, speakers and skills to build multicultural, safe, equitable and democratic classrooms, while sustaining a Leadership Team of 12 teachers, youth workers and advocates.
- Chairing the Violence Prevention Network with School Department, violence prevention and community agencies staff.
- Leading two workshops for middle schoolers on bullying, prejudice and violence.
- Supporting Baldwin School Stain glass Holocaust project.
- Promoting understanding about El Salvador and peace for Haggerty School Peace Week.
- Providing School Department with material on past dangers and restrictions regarding military recruitment.

Worked to promote peace and justice locally as the alternatives to violence by

- Supervising a staff and team of young adults coordinating the Youth Peace and Justice Corps (PJC), a multi-racial team of CRLS students with skills, relationships, awareness and action for self-esteem, social justice and peace.
- Collaborating with Area 4 neighborhood leaders on meetings fostering alternatives to local violence.
- Honoring Dr. King's birthday with a public presence to "Stand for Martin in the Spirit of Peace; Stand for Peace in the Spirit of Martin" and a church gathering with a recitation by community leaders of excerpts from King's Riverside speech against the Vietnam War.
- Designing and moderating CCTV program on standing against war and violence and creating peace in local communities.
- Responding to the threat and pre-emptive war on Iraq by working to pass a unanimous substitute anti-war resolution; organizing vigils, yard signs and acting as a resource on materials; and continuing to work with local residents to understand the costs of the war on local citizens.

In the community, the Commission has fostered peace through building bridges

- Supporting the Cambridge Commemoration Service on the one-year anniversary of September 11 through the planting of trees; providing materials to principals for school children.
- Working with No Ordinary Times to design, select and support a Peace and Justice Fellows program.
- Collaborating with the Center for Psychology and Social Change for a Cambridge Forum program on Fostering Peace.
- Chairing annual Holocaust Commemoration Program "Reflection on Turning Points" with recollections from Cambridge resident Eva Moseley and participation of the local mosque.
- Offering bi-monthly gathering "Community Conversations in These Times" with the Central Square Library.
- Working with mental health providers to create two forums for parents, teachers and caregivers on "Caring for Children in These Difficult Times."

The Commission has acted locally for global concerns and globally for the community by

- Creating and coordinating a February delegation of Cambridge teachers and health educators to our El Salvador sister city, coordinating and co-leading a June delegation of Cambridge youth and providing assistance to VIVA.
- Collaborating with Middle East peace and justice groups for events promoting peace and an end to systemic and individual violence including the Israel/Palestine youth Open House visit and an evening with Iraq Peace Team member Ed Kinane.
- Chairing the Cambridge-Cuba sister city relationship; organizing the first official City delegation led by the Vice Mayor; coordinating two youth and arts delegations. Overseeing one year of a license for travel to Cuba with unsuccessful renewal.
- Organizing evening program on Nuclear disarmament featuring Hiroshima Mayor Akiba connecting the realities of nuclear weapons dangers with the costs to local communities.

The Cambridge Peace Commission recognized its 20th Anniversary with a series of special events including

- Re-connecting with early Commissioners on a pamphlet with their reflections and their current work for peace and justice.
- Organizing a committee of founders who created a theatrical piece dramatizing some of the programs of the Commission over two decades including the 1985 Sanctuary resolution, founding the Soviet and El Salvador Sister City Projects, peace education kits by teachers and the Youth Peace and Justice Corps.
- Sponsoring a 20th anniversary evening attended by more than 350 people with a viewing of the original video on Nuclear Disarmament, the dramatic presentation, musical performances by local performers and remarks and distribution of a "One City One World" button.
- Working with founder Mark Levine to write a booklet on 20 years of the Peace Commission.

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department coordinates City employment practices and employee development activities for civil service and non civil service employees; negotiates and administers collective bargaining agreements with municipal employee unions; provides employee training workshops and staff development opportunities; and administers health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state and local laws.

The department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. It also responds to requests for information on statewide civil service exams and for access to public records.

City employees interact with Personnel staff on a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, grievances, disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

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 the areas of management and staff development, and offers voluntary and mandatory training programs to employees on a variety of topics. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

Highlights and Accomplishments

- Coordinated the Early Retirement Incentive Program with the Cambridge Retirement Board.
- Negotiated several labor contracts with substantial FY04 and FY05 salary savings.
- Re-bid the City's Life Insurance program, resulting in expanded coverage and reduced cost for retirees.
- Adjusted prescription drug three tier co-payment charges for our employees, making the co-payments standard across the health insurance plans and resulting in cost savings for the City.
- Upgraded the Human Resources/Benefits system from PeopleSoft 7.51 to PeopleSoft 8.3.
- In conjunction with the City's Affirmative Action Director and the Police Department, worked to maximize local participation in the civil service examination for police officer.
- Entered into a partnership with a diversity recruiting firm to target persons of color and women professionals.
- Implemented an orientation program for new City employees.
- Developed and implemented a Supervisory Management certificate program, which includes training on city policies and procedures, effective communication, handling conflict, and performance management.
- Developed and implemented an Administrative Assistant Mentoring Program where participants attend monthly in-service trainings as well as work with a mentor around a chosen project.



Graduates of the City's first Supervisory Management Certificate Training Program.

Police

Ronnie Watson, Police Commissioner • 5 Western Ave., Cambridge • 617.349.3300

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The Department uses modern approaches and techniques to decrease crime and improve the delivery of services to the community. A major goal of the Police Department is to involve citizens and police in the formulation of policy, policing strategies and the continued implementation of community oriented policing to combat crime and the undesirable elements associated with crime.

The 2002 reported crime index totaled 4,404 incidents (a 4% decrease, compared to 4,416 incidents in 2001). The 4,404 serious crimes reported in Cambridge in 2002 represent the third lowest index recorded in the City since 1970. Analysis reveals that violent crime increased by 7%, while the Serious Crime Index in Cambridge has not varied from a final total of between 4,350-4,450 incidents for six consecutive years.

CPD Division Overviews and Highlights

Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a variety of tasks relative to the effective operation of the Police Department. Planning and Analysis has overall responsibility for the numerous functions related to data analysis, crime analysis, management information systems, grant administration and policy/procedure development. Personnel and Budget has the responsibility of all hiring and procurement for the department. The investigation of citizen complaints about the conduct of police officers and staff remains the primary responsibility of the Quality Control Section. Quality Control has overall responsibility for investigating employee violations of the Department's rules and regulations.

- A number of updated policies and procedures were published including Community Alerts, Emergency Mobilization, Crowds and Demonstrations, Picketing, Strikers and Labor Disputes, Hostage/Barricaded Subject Incidents, Employee Recognition and Awards Program, Aggressive Deadly Behavior Policy, Motor Vehicle Accidents Involving Police Vehicles, School Incident Policy and Procedure for Sex Offender Registration and Notification. In order to achieve accreditation in Massachusetts, a police department must comply with 250 mandatory standards and 123 optional standards. This is based on the CALEA 4th Edition Standards Manual. To date, the Department has published policies and procedures that fulfill 102 mandatory standards and 8 optional standards.

- The Crime Analysis Unit utilizes a set of systematic, analytical processes to identify evolving or existent crime patterns in the publication of a Daily Crime Bulletin that is distributed to the command staff and throughout the department. The major objectives of the Crime Analysis Unit are to increase the number of cases cleared through arrest, provide investigative leads for detectives, and establish operational data for management decisions concerning the deployment of resources by location and activity.

- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focuses on a variety of police related issues, including school bus safety, pedestrian and crosswalk safety, bicycle safety, sexual offender registration and notification, Police Officer examination process and criminal offender records information.

- The Public Information Office assisted in a number of community efforts, including the Red Cross Blood Drive, Federation of the Blind Walk-A-Thon, North Cambridge Crime Task Force's National Night Out Against Crime, Cambridge Rindge and Latin School's Mentor Program and the City Links Program.

- Continued a systematic process of internal audits and more frequent field inspections through Quality Control, in order to provide an opportunity to assess performance and procedures. Conducted field inspections check for officer compliance with established rules, regulations and procedures and assessed response to calls for service, traffic enforcement, vehicle equipment and condition, radio procedures, and officers' overall attentiveness to duty.



The Selective Enforcement Unit of the Cambridge Police Department along the Charles River.

- Expanded the distribution of Quality of Service Assessment Forms to include traffic stops to gauge the level of service being provided by our officers to the public. Random community members are selected after having contact with a police officer, either as a reporting person of a crime or as a result of a traffic stop, surveyed and asked to rate the officer's overall performance during the interaction. Survey results indicate high levels of service and professionalism by our officers.

Operations Division

As the Department's primary and most visible uniformed staff resource, this division is responsible for the prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations division is divided into Day and Night Patrol Sections.

The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, safety issues, and traffic and

parking enforcement. The Selective Enforcement Unit also provided assistance to citizens via the Child Safety Seat Program. Members of the unit assist citizens with the proper installation of car seats.

Traffic supervisors are responsible for the safety of school children in various intersections and locations throughout the city.

The "Commercial Vehicle Enforcement Team" is comprised of five specially trained officers assigned to the Selective Traffic Enforcement Unit. The goal of the Commercial Vehicle Enforcement Team is to ensure the safe operation of commercial vehicles within the City of Cambridge by enforcing applicable laws as they pertain to weight restrictions and vehicle violations.

- As a result of recent violence in Area 4, the police department teamed up with the Area 4 Coalition and entered into a series of dialogs and strategy sessions designed to reduce violence and improve relations. During these sessions, a number of officers joined with the community in a Walk for Peace, which started at the Newtown Court Housing complex and culminated at Columbia and Washington Streets. The Cambridge Police Department also presented information at several Town Meetings sponsored by the Area 4 Coalition. These presentations included crime statistics, as well as descriptions of staffing policies and community policing initiatives conducted by the department.
- The officers of the uniformed patrol section targeted enforced crosswalk violations; conducted selective traffic enforcement in all areas of the City; and for the sixth year, they engaged in a strategy of creating safe parks specifically throughout the summer months. In an effort to foster a "user friendly" atmosphere, officers have been assigned both days and evenings, to all City parks and playgrounds. Those parks that have historically been the site of reported crimes were targeted in particular. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in these locations.



Officer Devon Brooks and Officer Buckoe Yam at the annual National Night Out Against Crime at Riverside Press Park.

Criminal Investigation Section

The Investigation Section is part of the Support Services Division and performs follow-up investigations in a number of areas. The Section is comprised of the Major Crime Unit, the Homicide Unit, the Sexual Assault Unit, the Domestic Violence Unit, the Warrant Unit, and the Special Investigation Unit (drugs, vice).

During the past year, the Investigation Section worked on thousands of routine cases as well as serious felonies and continued work with neighborhood residents to both prevent and solve crimes.

- The Domestic Violence Unit investigated over 600 cases. Maintained a database of domestic violence incidents in Cambridge to track repeat offenders and brought 65% of domestic assault cases to court.
- Apprehended four subjects from the Department's Top Ten Fugitive List.
- Coordinated and worked with the U.S. Secret Service and State Department in providing escorts and protection to 52 different heads of state and other political dignitaries who visited Cambridge.
- Arrested 105 people on drug charges. As a result of these arrests, the Special Investigation Unit seized over \$25,000 in cash from drug dealers.
- Cleared 185 felony warrants.
- The Sexual Assault Unit cleared nine of ten rape complaints they investigated in 2002.
- The Department created a database to maintain and track sexual offenders that have been classified by the Sexual Offender Registration Board (SORB). To ensure compliance of the Sex Offender's Registration Information (SORI), the department notifies the community upon registration of offenders.

Community Relations Section

The Community Relations Section represented the Department as partners in various committees and coalitions throughout the city. The School Resource Officers (SRO) provide outreach to all public schools within the city and work with the school administration to educate students on safety, drugs and violence. The Bicycle Patrol Unit (BPU) provides additional outreach to citizens, businesses and homeowners. The BPU provides security surveys, bicycle registration, crime prevention tips and safety training. The Community Relations Section coordinates the Neighborhood Sergeant Program to continue to foster positive relationships in the community and function as a liaison for each neighborhood throughout the City.

- The Community Relations Section coordinated the Department's 11th Annual Open House. The open house is presented in conjunction with the National Law Enforcement Memorial Week. This weeklong event highlighted exhibits, pre-



Sergeant Christine Elow and Officer Susan Kale at the Family Fun Day at the Galleria Mall.

sentations and demonstrations by various units of the Department. It provides community members and police officers an opportunity to interact in an extremely positive environment that culminates at week's end with a barbeque and police auction.

- The Community Relations Section coordinated the issuance of five community alerts with the PIO Office. These alerts are utilized when a significant event occurs in an area of the City that requires an informational notification by the Police Department to respective community members. This is a comprehensive approach to imparting information to the community at large using the quickest methods possible.
- Continued the Rape Aggression Defense Program for residents of Cambridge. This program teaches self-defense techniques to women. The Department, in teaching the program, was able to share the methods whereby women can protect themselves from a sexual assault. As many business and community members have now participated in this program, the Department offered follow-up classes in addition to new sessions.
- Awarded 40 community mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects, safety walks and block parties.
- An expansion of the Sentry Kids Fingerprinting Program was implemented that included fingerprinting services at the police station for any child and parent wishing to participate. This program allows a child's fingerprints, photos and other information to be gathered electronically and provided to the parents for safekeeping.

Support Services Division

The Support Services Division administers staff processes and coordinates departmental support service for all units and sections within the Police Department. Support Services include training, property management, record keeping, court prosecution, identification unit, vehicle maintenance and the detail office. The detail office is responsible for administering police

details (officers hired during off-duty time to provide security, public safety and traffic control for private companies, public gatherings, labor strikes and construction sites).

- All sworn personnel completed 40 hours of in-service training in compliance with Massachusetts Criminal Justice Training Council standards. Required courses in the use of force, OC spray, PR24 certification, CPR and other relevant issues were covered. In addition, all sworn officers attended live firearms training as required by law and other specialized training was provided throughout the year to dozens of officers and detectives as well as orientation training for newly hired officers.
- The Special Response Team (SRT) received specialized training in basic Special Weapons and Tactical Training (SWAT). The Special Response Team (SRT) continued to receive monthly training focused on simunitions and sniper tactics. Additionally, the Tactical Patrol Force (TPF) conducted three training sessions in an effort to maintain the readiness of the unit. The training for both units assures the teams are prepared to address crowd control and large disturbances. The TPF was deployed to provide security for the Pakistani President at Harvard University in which the unit received high accolades from Harvard University and the State Department for its performance.
- In response to the training needs post 9/11, all Superior Officers attended Statewide Anti-Terrorism Unified Response Network (SATURN) Training. SATURN provides Massachusetts Fire, Police, Emergency Management and Police Personnel a process for exchanging information in the face of a terrorist threat. In addition, all Superior Officers attended 16 hours of Incident Command Training. The training involved fire and police agencies from around the Commonwealth. In addition, the department participated in State Local Anti-Terrorism Training (SLATT).
- Provide specialized training to all police personnel in racial profiling and communications techniques.
- Turned over \$13,000 in to the City Treasurer from the Police Auction held in May 2003. Money collected was a result of abandoned property and cases that by law must be auctioned to the general public.
- A new form of training has been initiated that utilizes the Department's e-mail system and Daily Crime Bulletin. This training selects areas that have been the subject of past internal investigations. Once an area has been identified, the corresponding rule, regulation, policy or procedure is forwarded by e-mail to all personnel. The selected topic is also printed in the Daily Crime Bulletin. The purpose of this training is to bring awareness to all personnel as to what their obligations are with respect to Department Rules and Regulations.

Police Review & Advisory Board

Malvina Monteiro, Director • 831 Massachusetts Ave., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established in 1984 by City Ordinance. The primary function of the Board is to hear and decide citizen complaints of misconduct filed by persons against Cambridge Police Officers.

The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed from each of the following areas of the City: Cambridgeport/Riverside, East Cambridge, North Cambridge, Mid-Cambridge and West Cambridge. The role of the Police Review and Advisory Board is as follows: to provide for citizen participation in reviewing Police Department policies, practices, and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

Highlights and Accomplishments

- Responded to 57 informal complaints, calls and requests for information and provided referral services. At present, seven complaints have been resolved and six are pending.
- PRAB continues to monitor legislative issues similar to its mission and has fostered leadership roles in the Civilian Oversight field, both in the national and international context. The eighth conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE) held in Cambridge was a huge success. Attendees represented all regions of the United States, Canada, Ireland, Northern Ireland and England.
- Ms. Debra Livingston, Professor of Law at Columbia University Law School and a member of the New York City Civilian Oversight Board was the keynote speaker. She addressed the attendees on the conference theme "The Value of Civilian Oversight, Dollar and Sense." Ms. Livingston provided an enhanced perspective established through her vast experience, research and as a citizen involved in the oversight process coupled with her exceptional knowledge of the law.
- The luncheon keynote address was well received by the community. City Councilors, the Police Commissioner and his commanding officers for Boston were among the various delegates. Ms. Nuala O'Loan, Police Ombudsman for Northern Ireland was the luncheon keynote speaker. She has held this position since 2002 and has received over 5,000 inquiries regarding police misconduct. The information she presented encompassed various topics such as the steps leading to the creation of her office, past and current investigations, as well as everyday challenges. Ms. O'Loan's speech provided for a very insightful and educational forum for laying the framework of a successful oversight process.

• PRAB continues to be a resource for communities exploring civilian oversight options. Last year the office received over 15 inquiries from cities, individuals and police officials throughout the United States that had either newly created or were contemplating creating Civilian Oversight/Review Boards. The inquiring cities included Key West and Miami, Florida; Louisville, Kentucky; Providence, Rhode Island; Seattle, Washington; and Boston, Massachusetts.

PRAB Members and staff attended various training seminars, community meetings and lecture forums including: Wrongful Conviction: A Call to Action, a three-day conference at Harvard Law School; Racial Profiling forum sponsored by Suffolk University Law School and a half day training at the Police Department that included an overview of the department operations manual, rules and procedures and general operations of the 911 communications center.

PRAB Board member and staff attended the NACOLE 2002 professional development and training conference focused on the following: Nuts and Bolts: Limits on Police Practices; Early Warning Systems and Databases; Civil Liability and Police Oversight: Learning What Civil Suits Can Teach Us; Los Angeles County's Office of Independent Review: "Testing the Strengths of a New Model"; Building Your Public, Media, and Political Base; Co-operation and Conflict Resolution: Peace Psychology In Police/Community Relations; Models of Civilian Oversight-Making Sense of the Choices: Gain an understanding of established models of civilian oversight and Investigation and Interview Techniques.

Public Works

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

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. Operating within the framework of the City's goals, the DPW provides dependable, high quality, and accessible 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, collaborative efforts, the provision of information, and emergency preparedness and response. The Department's responsibilities include:

- Maintaining streets, sidewalks, parks, playgrounds, public squares, City vehicles/equipment
- Public building construction and maintenance (excluding schools)
- Engineering, construction services and contract administration for City projects
- Managing sanitary sewer collection and storm water drainage systems
- Collecting rubbish and providing curbside and drop-off recycling programs
- Caring for the City's 15,000 trees and managing the Cambridge Cemetery
- Enforcing litter, rubbish, snow and sewer ordinances
- Providing 24-hour emergency response services, including rapid response to natural disasters and inclement weather conditions

Highlights and Accomplishments

- Administered over \$125 million in capital projects and \$8.5 million in purchased goods and services.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired nine new vehicles. Each vehicle is equipped with mobile radios, and several with snow plows, allowing for flexible use of the equipment throughout the year.
- Trained 19 individuals to obtain a Commercial Drivers License (CDL). Trained another 43 individuals to properly drive and operate larger equipment.
- Began development of "Green" standards for building operations and renovations. Using the LEED system as a base, commenced the development of standards for the sustainable operation of existing buildings.



City construction crew resetting curb at Hamilton Street.

- Improved public information on DPW programs through the production of seven new brochures and developed new design and navigation for DPW web page.
- Completed all site work and interior improvements to the Area IV Youth Center.
- Implemented biodiesel pilot project with the Water Department using six diesel vehicles.
- Assisted in planning and implementation of September 11th Commemorative events. Planted a commemorative cherry tree at each public school.
- Working with the Arts Council and the Mayor's Summer Youth Employment Program to implement a public art/anti-graffiti program on utility boxes on public ways and in parks.
- Resurfaced 600 feet of Cambridge Cemetery roadways, and converted 300 feet of secondary roadways into additional grave space.
- Set new recycling goals citywide to recycle 40% of our waste by 2005.
- Removed 4 common manholes from our storm conveyance system, thereby eliminating sanitary sewerage discharges from these structures.
- Designed a project to remove 32 more common manholes from our drainage system which will further reduce pollutant discharge to the Charles River. These designs also included traffic calming designs at adjacent street intersections.
- Completed several street and sidewalk reconstruction and enhancement projects which included Holworthy Street, Lee Street, Inman Street, Chester, Milton, Dover, Day and Russell Streets.

DPW DIVISION OVERVIEWS AND HIGHLIGHTS

Administration

Administration, which includes the Business Services Division, Human Resources, Information Systems Management, Public Information and the Customer Service Operations Center, is responsible for ensuring that DPW functions as a cohesive unit and responds to the needs of Cambridge residents. The Operations Center, which began in the spring of 2002, responds to calls from residents and businesses on a wide variety of services provided by DPW. The Operations Center is run through telephone, pager, and radio communications as well as e-mail messaging.

- Hired seven new laborers and an additional nine new employees, including a new City Arborist, a Recycling Director, a Recycling Manager, two engineers, a Construction Utility Inspector, two Motor Equipment Operators, and a Parks Maintenance Craftworker. Promoted nine employees within the department to more responsible positions.
- Consolidated half of the Department's 100 electric accounts into four master billing accounts to facilitate tracking and simplify payment. Also began receiving NStar electric bills over the Internet to further improve payment and tracking.
- Initiated an interdepartmental Energy Management Work Group to track energy use in City-owned buildings and develop energy efficiency projects.
- Increased informational sessions on Employee Assistance Program, Supervisor Training and Deferred Compensation.
- Provided support for 78 personal computers and 14 network printers.
- Worked closely with all divisions in continuing to implement computerized customer service, work management/asset management, pavement management and permitting systems.
- Worked with the Personnel Department in the collective bargaining process of two DPW Local 25 Teamsters units.
- Provided timely information and frequent updates to the relevant areas of Cambridge regarding the status of public construction projects in their neighborhoods.

Engineering

The Engineering Division maintains the City records for public right-of-way and public utilities, including the sewer, combined sewer and stormwater drainage systems. It oversees construction and design of stormwater and sewer systems, surface enhancements and reconstruction projects and works with the Sewer Division to ensure compliance with regulatory agency requirements.

The Engineering Division also facilitates building permit reviews, especially if there may be an impact on public right-of-way or public infrastructure. Engineering continues to prioritize the integration of stormwater management elements in all public and large private development projects. The combined public and private efforts to better manage stormwater will reduce flooding, reduce sewer back-ups into homes, reduce and eventually eliminate combined sewer overflows (CSOs) into the Charles River and Alewife Brook, and improve water quality to these receiving waters.

The Engineering Division, working closely with the Massachusetts Water Resources Authority (MWRA), is continuing to address design issues regarding a new outfall proposed along the Alewife Brook as part of the Long Term CSO Control Plan for reducing CSO discharges to the Alewife Brook. Cambridge and MWRA received over 400 comments on the Notice of Project Change (NPC) which was submitted to the Massachusetts Environmental Policy Act (MEPA) unit. MWRA and Cambridge submitted a Response to Comments (RTC) document to MEPA in May 2003 which addressed the comments received on the NPC. Upon completion of the MEPA process, it is hoped that design and construction of stormwater management and sewer separation projects can continue in the Alewife area.

- Completed design for a new stormwater management project in Cambridgeport.
- Completed design for a new sewer separation and stormwater management project in Agassiz (Myrtle, Magnolia and Beacon Streets).
- Completed design for the separation of 6 common manholes in the Matignon Road and Alewife Brook Parkway area. Construction will begin in summer of 2003 and include surface enhancements.
- Completed design for 3 new outfalls in the Cambridgeport area (Amesbury, Audrey and Pearl Streets). Construction will begin in fall 2003.
- Completed construction of surface enhancement and mechanical structures on Carver and Crescent Streets.
- Completed construction of sewer separation, stormwater management, water distribution replacement, private utility relocation, surface enhancements and traffic calming along Lakeview, Lexington and Worthington.
- Completed 99% construction and inspection for Phase I of the Fresh Pond Reservation stormwater management project including: the replacement of portions of the 66" stormwater drain; installation of a grit chamber; and cleaning and inspection of both the 66" and 72" stormwater drains.
- Completed 50% construction of the Bellis Circle stormwater management project.

- Completed 20% construction of full depth reconstruction of Cambridge Street roadway and sidewalks, including street lights, drainage improvements, ADA compliance, traffic calming and street trees.
- Completed construction for grind and overlay and sidewalk reconstruction for Dover, Day, Chester, Russell, Milton, Lee, Inman, and Holworthy Streets. Also, completed construction for grind and overlay for Hampshire Street and Concord Avenue. Completed 50% construction for grind and overlay and sidewalk reconstruction of Aberdeen Avenue.
- Completed numerous traffic calming projects in street and sidewalk reconstruction projects including: Russell Street, Fayerweather Street, Little Massachusetts Avenue, Holworthy and Concord Avenue.

DPW OPERATIONS

Street Maintenance

The overall responsibility of this Division is to maintain the City's streets, sidewalks and curbs in order to provide for the safety of the citizens and present an attractive and clean appearance. The Streets Division provides a variety of services, including minor repairs to sidewalks and streets, resetting granite curbing, installing new curb cuts, responding to street cave-ins and other defects, as well as service requests from City departments. This Division is also responsible for supervising contractors on street, sidewalk and pedestrian ramp repairs. The Streets Division issues permits for street and sidewalk excavations and repair, sidewalk obstructions, and newsracks. During the winter months, the Division also conducts snow-clearing operations, including services for disabled and senior residents.

- Issued over 1,200 street opening permits and completed 900 street inspections.
- Completed 42 street repairs and 125 sidewalk repairs.
- Repaired 260 potholes.
- Installed brick steps at Deguglielmo Plaza in Brattle Square. Installed a covered bench area at the bus stop in front of Cambridge City Hall.
- Conducted snow-clearing operations, with an increased emphasis on sidewalks, plazas and bus stops. The snow season for FY03 was especially difficult with over 70" of recorded snow.
- Repaired 300 grave markers in the "Veterans" section of the Cemetery.
- Responsible for compliance for 26 newspaper publishers with 744 news boxes throughout the city. Violation notices decreased by 30% in FY03.

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through December, augmented by the division's own workforce. Every effort is made to clean City streets that are scheduled to be cleaned on an observed holiday. Most often they are cleaned at the end of the month. The Cambridge street sweeping schedule can be found on the Cambridge Public Works home page at <http://www.cambridgema.gov/TheWorks>.



DPW sidewalk sweeping Green Machine in Harvard Square.

- Cleaned approximately 11,000 miles of streets.
- Collected over 5,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including weekends.
- Swept the streets of all commercial areas of the city either once or twice per month, depending on the number of off days at the end of the month.
- Steam cleaned sidewalks in Harvard and Central Squares monthly, and steam cleaned the entire sidewalks in both Squares twice during FY03.
- Performed beautification tasks, such as cleaning tree wells in City squares and removal of promotional fliers and graffiti, on a regular basis.

Sanitation

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings, and school buildings, dispatching an average of eight rubbish packers per day staffed by a driver and two laborers.

- Collected and disposed of 23,345 tons of household rubbish.
- Continued to improve procedures for collecting “white goods” (appliances, such as refrigerators and washers, that cannot be taken to landfills). On average, three tons of appliances were picked up weekly.
- Conducted four household hazardous waste collection days. The DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.
- Enforced the City’s Litter Ordinance and issued over 900 sanitation-related violation notices.

Recycling

The Recycling Division maintains and monitors the residential curbside recycling program, a Drop-Off Center serving residents and businesses, and a commercial recycling program. The Division works to maintain and improve recycling programs in City government buildings and schools and educates the public and City employees on how to participate in the City’s recycling programs. The Division also responds to the public’s questions and concerns with the City’s recycling program and about recycling in general.

- Set new recycling goal citywide. As a result of collaborative discussions between the City Council’s Health and Environment Committee and the Recycling Advisory Committee, the City, Harvard University, MIT and the Cambridge Health Alliance have committed to recycling 40% of its waste by 2005.
- Completed East Cambridge recycling participation project. Using community-based social marketing principles, this project evaluated outreach technologies designed to gain a commitment to recycle from over 500 households.
- Organized three days of activities to celebrate America Recycles Day. Activities included meeting with all rubbish and recycling drivers, hosting an information table in Central Square, a lunchtime film for employees on consuming less and a special open house at the Recycling Drop-Off Center.
- Made significant progress in large apartment building recycling. As a result of increased monitoring and outreach, almost 75% of all large apartment buildings in Cambridge are conducting comprehensive recycling programs.
- Increased involvement and education for school recycling.
- Completed mercury cleanout in Cambridge Public Schools. Through a DEP grant to the Northeast Waste Management Officials’ Association, a nonprofit, interstate organization, 11 pounds of mercury-containing devices were removed from Cambridge science and art classrooms.

Parks and Urban Forestry

The Division is responsible for the maintenance and care of nearly 100 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and nearly 3,000 trees in parks and cemeteries.

The department operates through a Neighborhood Parks Initiative, a confederation of three city districts with their own respective work crews, which ensures that both routine and preventive maintenance continues to be assertive and comprehensive. The Division continues to be supported at approximately 30 sites by private landscape contractors, who perform routine maintenance from April through late December, three days per week.



DPW employee doing masonry work at Cronin Square.

During FY03 the City was one of just 10 municipalities in the Commonwealth to receive a Tree City USA Growth Award for recognizing innovation in community forestry. For the eleventh time overall, the City was designated a Tree City USA.

- Planted 137 street trees and 14 commemorative trees recognizing the victims of September 11.
- Commenced the first year of a new four-year pruning cycle for City Street Trees, beginning with Neighborhoods 1, 2 and 3.
- Pruned 750 trees in both the Cambridge Cemetery and in 10 parks City-wide.



DPW employee treating benches for Central Square.



DPW employees raising & resetting Veteran's Headstones at the Cambridge Cemetery.

- Replaced sod and installed a new irrigation system in the athletic field area of Cambridge Common.
- Resealed basketball courts at Rafferty Park and Old Morse Playground.
- Completed rubber safety surface repair at eight playgrounds.
- Received the 2002 Beam Clay Baseball Diamond of the Year award in school municipal park category for Lindstrom Field.

Cambridge Cemetery

The Cambridge Cemetery combines gravesite preparation and burial services with grounds maintenance and landscaping program on a 66-acre site. Other ongoing work includes repair of historical monuments and development of selected areas for conversion to new burial space.

- Continued upgrading of Cemetery signage: 26 new cast aluminum signs were installed, along roadways.
- Restored 100 headstones.
- Repaired 300 grave markers in the "Veterans" section of the Cemetery with the help of the Streets Division. This brings the total to 1,700 markers restored.
- Planted 1,500 assorted bulbs and converted the island at River Avenue into a perennial island as part of the beautification program. Planted 4,000 flowers.
- Planted two specimen trees (Beech and Fir tree) and pruned 100 trees throughout the Cemetery.
- Scanned 94,000 Cemetery Records into a database.



DPW employees painting Porter Square Fire House.

- Began the process of converting secondary roadways into future grave space. Two roadways (Oak & Old River Ave.) have been converted and can accommodate approximately 143 graves. Over 600 linear feet of roadways throughout the Cemetery have been resurfaced; Approximately 300 feet of secondary roadways have been converted into additional grave space.

Public Building Construction

The Public Construction Division is responsible for administering capital construction and renovation projects, assisting with designer selection, specification development, bidding and contract administration.

- Completed interior renovations to Cambridge Information Center, Budget, Finance, Credit Union, Mailroom and Print Shop spaces at City Hall. Initiated Phase I interior renovations to the Assessing Department at City Hall.
- Completed interior renovations to the Peace and Women's Commissions at 51 Inman St. and to the Police Review & Advisory Board, License Commission and Department of Weights and Measures Offices at 831 Massachusetts Avenue.
- Completed ventilation and exhaust fan improvements at the Department of Public Works.
- Completed HVAC study of mechanical systems at 831 Massachusetts Avenue.
- Completed lead dust and asbestos abatement project at the 5th floor of Police Headquarters.
- Initiated design development for stairwell modifications at Engine 2.

- Converted fuel supply system at 51 Inman Street from oil to natural gas.
- Developed the designer selection RFP for the HVAC improvement project at the Lombardi Building.
- Coordinated the refinishing of the gymnasium floors at the Area IV, Frisoli, and Moore Youth Centers.

Building Maintenance

The Building Maintenance Division is responsible for maintaining and repairing City buildings and designing signs for public announcements, street postings and commemorative plaques or monuments.

- Painted the interior space of Engine 3 firehouse in Porter Square.
- Made renovations to accommodate the Animal Commission's relocation to City Hall from the Coffon Building; and made accommodations for the relocation of the Positive Edge office from City Hall to the Coffon Building.
- Built a maintenance work room with a storage area above in the Maintenance garage of the golf course.
- Remodeled the entire booking area of the Police Department.
- Completed some repairs and continuing additional work to help improve the delivery of service at the Youth Centers.
- Installed Lexan Plexiglas on several of the prisoner cells in the Police Station.
- Designed and constructed two office areas in the Cambridge Senior Center.



Posting hand-painted sign outside flagstaff park (near underpass).

- Created and replaced 26 street signs for the cemetery using the new vinyl sign machine.
- Implemented new design for street/square dedication signs with the installation of new vinyl graph machine. Will create approximately 100 signs per year. Completed several thousand sign requests, both hand painted and new vinyl.

Building Operations

The Building Operations Division provides custodial services to 12 City-owned buildings and moves equipment and supplies between buildings.

- Developed accurate task cleaning schedule for each facility maintained by DPW.
- Assisted with set-up and clean-up of approximately 100 City events.
- Continued assistance in office moves for the Citywide office renovation campaign.
- Set up 15 special events for the Mayor's Office and City Hall.
- Delivered several hundred computers from the MIS Department to City offices.

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 also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments.

- Generated over 1,000 work orders into the fleet maintenance computerized program with 185 City vehicles having repair and maintenance costs.
- Conducted bi-annual inspections of 550 taxis.
- Implemented biodiesel pilot project with the Water Department.

Off-Hours

The Off-Hours Division provides 24-hour, seven day per week rapid response to any situation or emergency, empties City litter receptacles (during peak usage periods), and delivers recycling bins and totes.

- Continued computer training for Off-Hours personnel for computerized customer service request program. Logged in 142 service requests into the computerized work order system.



Sewer Division Checking Lines at Pleasant Street.

Sewer Maintenance Division

The Sewer Division is responsible for the management, operation and maintenance of the City's storm drainage systems, sanitary sewer systems and combined sewer systems.

- Cleaned 1,125 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.
- Coordinated the City's program to control mosquito breeding at public owned catch basins. Each of the City's 4,000 catch basins were treated twice during the summer of 2002 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Replaced approximately 900 linear feet of sewer and storm drain mains and installed or replaced 109 catch basins and 23 manholes through Remedial Reconstruction Contract.
- Cleaned approximately 72,000 linear feet of sewer and storm drain mains and televised approximately 81,000 linear feet of mains through the TV Inspection and Cleaning contract.
- Worked with the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conduct further investigations when problems are found.
- Continued design of a Supervisory Control and Data Acquisition system to control the City's remote pumping stations, monitor combined sewer overflows at CAM 401B and verify flows to MWRA at Warren Street.
- Started field investigations and base mapping for the design of Common Manhole Contract 6 in the Normandy Terrace Area.

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Copies of selected bids are sent to "Bidnet," a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City. Bid announcements are also posted on the City's Web site.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts when appropriate and encourages participation and outreach to minority, local and women-owned businesses through the City's Minority Business Enterprise (MBE) program and other venues. The Purchasing office also encourages the purchase of environmentally preferred products. The Purchasing Office also oversees the Print and Mail Shop 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.
- Serving as the repository for 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 valued over \$10,000.

Highlights and Accomplishments

- Upgraded the Purchasing Department's Web site to make it more interactive for users and vendors, enabling them to download bid documents and forms.
- Began proactive campaign advocating for the purchase of environmentally preferred products.
- Initiated training for senior staff to achieve the Massachusetts Certified Public Purchasing designation.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- In collaboration with Auditing and MIS began entering fixed asset information into the PeopleSoft system.

General Services

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 Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments.

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

Highlights and Accomplishments

- Upgraded printing equipment with the purchase of a 2 hear color press, high speed digital printing system and binding equipment with capability to foil print covers. With these machines, the print shop will offer a wide variety of printing and finishing services.
- Refined the reporting system for tracking print jobs.
- Provided ongoing education and outreach to City Departments on the services provided by the Print Shop.



Schools

Carolyn L. Turk, Interim Superintendent • 159 Thorndike St., Cambridge • 617.349.6494

NOTE: Dr. Thomas Fowler-Finn has assumed the position of new Cambridge Public Schools Superintendent.



Graduating Eighth Graders at Cambridgeport School.

Excellent Instruction in Every Classroom is the number one goal of the Cambridge Public School System. There are many challenges that face teachers and administrators as we strive to meet that goal. During the past year, one such challenge was creating an effective School Consolidation Plan. Under direction from the Cambridge School Committee, the School Department closed two schools, merged two schools, and moved three existing schools into school buildings that will better serve the families of Cambridge. A primary goal was to reduce the large number of empty seats in certain school buildings, and to provide more equitable resources for each elementary school, thereby improving the educational experience for all students. All moves occurred by September 2003.

Cambridge Rindge and Latin School, the City's only public high school, continued on its track to also improve equity of opportunity for all students. It was decided that the five small learning communities within the one large comprehensive high school would remain the organizing principle for the high school. Instead of developing separate curriculums for each small learning community, all ninth and tenth grade students are offered a core curriculum as well as opportunities for electives. Juniors and seniors have a broad array of classes to choose from during the years when they are making decisions about post secondary education. The City of Cambridge offers students a rich environment for learning, and the Cambridge Public School System is proud of its achievements.

Sample programs and projects uniting Cambridge Public School students and their families with the diverse resources of our city are:

The Keypal Program pairs sixth grade Longfellow students with volunteers from Draper Laboratories, IBM, M.I.T and Cambridge School Volunteers in a language arts based e-mail program.

The Harvard University Art Museum's partnership with the Kennedy and Amigos Schools provided the study of the elements of art to all third graders, culminating in an exhibition at Fogg Art Museum.

A living history presentation of Waltham's National Historic Landmark, Gore Place, was presented to several schools. Tied to the MA Curriculum Frameworks, this dramatic presentation featured the life of Robert Roberts, a 19th century author and abolitionist activist who worked at the Gore Estate.

Focus on Literacy

The Harvard Language and Literacy Lab and Project EVE: A Study of Early Vocabulary Enrichment evolved from ongoing partnerships with the Harvard School of Education. Graduate students and professors are actively involved with students and teachers helping children to learn to read and applying the latest research about language development to the classroom.

Awards

Students, teachers and schools win many awards during the course of a year. Of note this year, was the First Place award in the Massachusetts Pre-Engineering Program, won by Rindge School of Technical Arts students. RSTA won this award after the first year of introducing "Project Lead the Way," a curriculum designed by the Rochester Institute of Technology.

Summer Programs

Learning continues in Cambridge during the summer, too. Cambridge Public Schools, with funding from and in collaboration with the Department of Education, Harvard and a variety of nonprofits, offers students free enrichment courses, activities and field trips through a variety of programs such as Compass for Gr. K-5, Summerbridge and Citybridge for middle school students, and the CPS Academic Support Program for grades 3-7. The Harvard-Cambridge Summer Academy serves 400 students in a summer school program at Cambridge Rindge and Latin. The small classroom sizes, energetic teachers and creative teaching strategies work to engage students in their education.



Summerbridge students working together.

Traffic, Parking, Transportation

Susan Clippinger, Director • 238 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department operates many of the City's transportation services. Its main responsibility is to ensure the City's street system is safe for vehicular and non-vehicular use – through parking regulations, parking meters, traffic signals, signs, crosswalks, bicycle facilities and pavement markings. Associated with these activities, the Department issues Resident Parking Permits, adjudicates parking tickets, performs and reviews traffic studies, and issues Street Obstruction and Street Closing permits. The Department operates two parking garages, which are located in Central Square and East Cambridge.

The Department's challenge is to meet the mobility needs of residents, businesses and institutions through the provision of a varied set of transportation facilities that reduce reliance on single occupant vehicles and protect the quality of our residential and business environments.

The Department's responsibilities are managed by three divisions: Traffic Control, Parking Control and Support Services.

Traffic Control Division

This Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city. The Division's responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating resident concerns about regulations; installing signage and pavement markings; issuing street occupancy permits; and reviewing major construction projects or developer proposals with other City departments. The Division also works with other departments to target areas for traffic calming and to evaluate projects that are under way.

Parking Control Division

This Division is responsible for maintaining resident and metered parking programs, the City's off-street parking facilities, and for the enforcement, processing and adjudication of the City's parking regulations.

Support Services Division

This Division is responsible for administrative functions of the Department and coordination of programs within divisions.

Highlights and Accomplishments:

- The City has 144 full traffic signals and a number of flashers. Maintaining the condition of the equipment and the adequacy of the timing has been this year's priority. Weekly calls to the service vendor have doubled. One staff person has been assigned the responsibility of inspecting the signals and ensuring the responsiveness of the vendor. We have required our contractor to make prioritized repairs either immediately or within 3 days. Non-priority improvements must be done within 3 to 10 days. All pedestrian crossing times are being reviewed in the field to make sure they are adequate. A further pedestrian enhancement was the installation of 49 walk signals that include the countdown feature. A signal inventory database with vehicle count and signal timing information tied to the GIS system has also been completed.

- In support of the City's Climate Protection Plan, 200 LED bulbs were installed in the first half of the year and another 280 in the second half for the second phase of converting traffic signals to LED. The Department receives a rebate for 75% of the cost of the bulb but must fund the installation cost. This program extends the life of the bulbs and has produced a noticeable reduction in energy costs.

- Successfully renewed Resident Parking Permits for FY03. Encouraged mail-in applications and the number of applications received via mail increased significantly. For residents who did not use the option of renewing by mail, the office was open until 7 pm on 23 evenings in December and January.

- Completely revised the format and content of the annual resident brochure. The "Cambridge 2003 Resident Information" booklet provides residents with a more pleasing presentation of frequently asked questions and appropriate answers regarding the City's transportation programs and services.

- Completed Phase III renovations to the Green Street Municipal Parking Garage which encompassed structural repairs, water-proofing and repairs to the adjoining roof of the Central Square Branch of the Cambridge Public Library. Working with the Arts Council, picked an artist to work on artwork at the garage to fulfill the 1% for the arts commitment. The artwork will be a decorative screen on the stair tower at Pearl and Green to vastly improve the image of the facility.

- The Department is updating the look and feel of its web site. The changes make it easier to find information and navigate around the site. These user-oriented improvements also improve the site aesthetically.

- Continued to seek implementation of the recommendations of the Regional Truck Study. Installed signs marking the hazardous carriers' truck route and worked on implementation of the revised zoning ordinance banning through trucks.

- Continued to review and certify as reliable traffic studies for large projects requiring a Planning Board special permit. Working with CDD and DPW, identified mitigation strategies for the Board's consideration. The largest project in this fiscal year is the North Point development, which encompasses 20 buildings and the creation of a new public infrastructure of roads, utilities and open space to support the development.

- Created a database to log and track manual turning movement and automatic traffic counts.

- Implemented a new web-based "Street Occupancy Permit" program that produces and tracks all permits issued for moving vans, tool trucks, block parties, special events, parades, etc. Various applications may be accessed via the Internet making the process easier for the public. This replaces an obsolete database that no longer met the needs of the department or the public.

Veterans' Services

Robert Stevens, Director • 51 Inman St., Cambridge • 617.349.4761

The Department of Veterans' Services (DVS) serves as an advocate for all 8,040 local veterans and their 22,350 dependents. DVS advises clients as to the availability of services, benefits, entitlements and provides financial assistance (M.G.L. C. 115) to needy veterans and their dependents who have served honorably during wartime periods; \$200,000 in assistance was disbursed in Fiscal Year 2003. The cost of this benefit program is reimbursed to the City by the state, one year after payment, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$8.4 million in Federal monies for VA pensions, compensations and benefits during Fiscal Year 2003. The department assists veterans and their families in processing applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. Staff also assisted pensioners with their annual Veterans' Affairs financial Eligibility Verification Reports and applications for local Property Tax Abatements/Exemptions.

Highlights and Accomplishments

- Successfully managed a 10% increase in the number of clients served. Continued to minimize M.G.L. Ch 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, third party reimbursements and improved case management.
- Continued to enhance the Department's Web site.
- Assisted veterans and/or their spouses in applying for real estate tax abatements. The Commonwealth of Massachusetts Department of Revenue revised application procedures for FY03.
- In conjunction with the City Manager and other civic organizations, assisted in a salute to the victims of the September 11th attack.
- Participated in a State review of M.G.L. Ch 115 and CMR 108 (Massachusetts Veterans' Benefits Laws and Regulations) revised law and regulations to be effective in January 2004.



CVO President Sam Wilson and Veterans' Director Bob Stevens salute to Postmaster Marsha Cannon.



Air National Guard Band of the Northeast, Memorial Day Parade.



CVO Color Guard, Veterans' Day Observance.

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 101,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. The CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Departments' responsibilities include:

Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality.

Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards.

Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space.

Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city.

Providing engineering, design, permitting, construction services and contract administration for water and other City projects.

Protecting purified water from potential hazardous contamination through improper connections to the piping network.



Cambridge School children learn about their Drinking Water at demonstration during the Department's 'Water Week' Open house.

Removal of lead water services wherever possible.

Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year.

Support emergency and snow removal needs of the City of Cambridge.

All of the operating, capital and debt services relating to the Cambridge Water Department 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.

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

Highlights and Accomplishments

- Produced over 5 billion gallons of high quality potable water to serve the City's needs.
- Completed an update to the Department's Web page that includes new design and navigation features consistent with the City's Web Site. This will help improve the Department's public outreach efforts and ability to provide comprehensive and timely information. The new web page is expected to be launched in the 3rd quarter of 2003.
- Completed the Vulnerability Assessment of the Cambridge Water System that was sponsored by a U.S. Environmental Protection Agency grant of \$114,983.
- Processed 509 permits relating to the City water system.
- Provided over 65 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.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, to instill uniformity of work practices and to promote and sustain a diverse work place.
- Filled eight open positions at the department: Receptionist; (2) - Motor Equipment Operator IIA's (MEOIIA); (2) - Water System Maintenance Craftspersons; (1) Facility Manager; (1) Water Quality Supervisor; and (1) Production Manager.
- Prepared for, participated in and hosted the City Local Emergency Planning Committee's (LEPC) simulated emergency training exercise.
- Produced and distributed the Consumer Confidence Report for calendar year 2002 to all Cambridge water users.
- Opened public toilets at the Water Department.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

Water Department Division Overviews and Highlights

Administration/Business Division

- This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development and customer service. It also performs quality control inspections for leaks, faulty meter registrations, damaged meters and illegal water connections.

- Managed \$18.7 million in revenues from the sale of water and fees from services provided to Cambridge water users.

- Provided essential fiscal services and processing of quarterly water and sewer bills for the 15,060 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

Engineering and Program Development

This division is responsible for overseeing capital improvements; performing design; distribution modeling; maintaining maps and records; development and implementation of an automatic meter reading (AMR) program; implementing and maintaining a cross connection control program; reviewing and issuing permits; maintaining the general facilities of the Department; and coordinating technical activities throughout the city.

- Provided design services for water main replacement projects. These projects included the design of water mains in Matignon Road, Churchill Street, a portion of Alewife Brook Parkway and Pacific Street.

- Reviewed several projects that were either in the planning stage or under design. Examples include the East Vassar Street water main, Cambridgeport Roadways, Cambridge Park Drive irrigation, and various projects under design by MIT and Harvard University.

- Continued review and oversight of a hydraulic model that has been developed by MIT that will help evaluate their estimated water use based on their capital build-out plan and the impact this will have, if any, on the City's water system.

- Completed the overhaul of the Geographical Information Systems (GIS) Mapping with the MIS Department using a new software program and a customized water model. Currently working to update water distribution system maps from 1996.

- Performed 6,140 backflow device inspections and surveyed 198 establishments for potential cross connections to the public water supply.

- Completed the bi-annual leak detection survey of the Cambridge Water Department transmission and distribution system of which 27 unknown leaks were found and repaired.

- Completed the first long range capital improvement plan (5, 10 & 20-year) for the entire water system.

- Issued 362 permits (160 backflow device installations, 173 fire pumps and 29 hydrant use).



Employees make final preparations for impending chemical delivery at the state-of-the-art, bulk chemical delivery dock at the Walter J. Sullivan Water Purification Plant.

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.

Laboratory analytical services have and continue to be provided to the other operational divisions (e.g. watershed and distribution), and as a customer service to all Cambridge water users (e.g. Cambridge schools and home owner lead testing, and monitoring of new construction projects).

Coordination of water system operations with the Massachusetts Water Resources Authority, the Department of Environmental Protection and the Environmental Protection Agency has continued. This has included holding annual Water Quality Action Committee meetings, performing routine operations coordination, and water quality sampling and data review.

- Continued optimization of the water treatment plant processes to further enhance water quality.

- Continued progress toward having a State inspection that will lead to full laboratory certification in 2003.

Hosted and participated in three technical sessions relating to Dissolved Air Flotation (DAF) pretreatment, Ozone disinfectant and fluoride.

Performed over 66,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.

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 mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,750 fire hydrants, 4,450 main valves, 18,300 valve boxes and 14,900 services within the water system.

The transmission pipeline starts 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, then pumped to the Payson Park Reservoir located in Belmont via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

A coordinated effort continues with the Department of Public Works (DPW) in connection with our ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements will be performed in conjunction with the sewer separation 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 foreseeable 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 56 fire hydrants, repaired 194 leaks and performed 3,571 utility markouts.



Cambridge Seniors enjoying a tour of the Walter J. Sullivan Water Purification Facility.

- Replaced and rehabilitated approximately 4,790 linear feet of water main at the following locations: Matignon, Churchill, Portion of Alewife Brook Parkway (in cooperation with DPW), Memorial Drive and Pacific Street.

- Eliminated 299 of the 2,480 lead services targeted for replacement.

- Issued/signed off on 147 permits (124 construction and 23 demolition).

- Installed/replaced 4 irrigation supply lines to City Parks.

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.

This 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: 1) the development and implementation of the water quality monitoring program in cooperation with the US Geological Survey, 2) storm event reservoir management, 3) the implementation of a water quality early warning system, and 4) implementation of the Fresh Pond Master Plan.

- Developed and implemented a visitor information center at Fresh Pond Reservation.

- Reviewed and monitored over 60 development and site remediation projects throughout the reservoir watersheds.

- Completed the third year of raw water quality monitoring per U.S. Geological Survey (USGS) standards and published the first annual water quality report with the USGS.

- Developed a watershed storm water monitoring plan to identify, evaluate and prioritize water quality threats in accordance with the US Environmental Protection Agency (USEPA) Storm Water guidelines.

- Maintained the watershed (up-country) hazardous material response program.

- Continued the implementation of forest and landscape management/maintenance plans for Fresh Pond Reservation and the "up-country" watershed lands.

Weights & Measures

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

The Department of Weights and Measures is charged with the responsibility of ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, and scales for the tipping of solid waste.

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 State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures

and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs bi-annual inspections of all stores with three or more scanners.

Highlights and Accomplishments:

- Developed the department's Web page, adding helpful new information including a new online complaint form.
- Produced a new consumer guide with useful information and a question and answer section.

Women's Commission

Nancy Ryan, Director • 51 Inman St., Cambridge • 617.349.4697

The Cambridge Commission on the Status of Women was established by ordinance in 1977 to "act as a centralizing force in the City of Cambridge and in the community to deal with all women's issues." The powers and duties of the Commission are: "To ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the city; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women."

Highlights and Accomplishments

• *Kitchen Table Conversations Group*: Coordinated a weekly support group for 16 women and 23 children living in public housing who have been affected by state and national welfare reform policies. During FY 03, the group has focused on health care practices and access. Through meetings with Cambridge Health Alliance leaders, the hospital's pharmacy has expanded its hours to accommodate working families and mental health services have been increased. Members played leading roles in statewide advocacy against major cuts in the MassHealth (Medicaid) Program. A community health fair for public housing residents and neighbors is being planned for the fall. The project is staffed by the Commission with support from Harvard Law School and Graduate School of Education.

• *Safety Awareness and Training*: Worked with Girls' LEAP, the Wellesley Centers for Women and Cambridge Public Schools and Cambridge Library to present a unique program for girls at CRLS on personal and community safety. The girls learned self-defense techniques in combination with strengthening their capacity to verbalize their rights to personal security. They practiced journal writing techniques to increase self-awareness and articulation and presented their new skills at a community day.

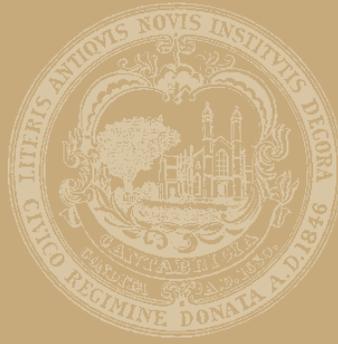
The Commission also sponsored a 4-week session of Girls' LEAP at the Windsor Health and Community Center for pre-teen and teenage girls and their mothers or other trusted adult females. The Police Department's Rape Aggression Defense officers collaborated.

- *Women's Arts and Heritage Project*: Continued participation in the development of a Cambridge Women's Heritage Trail and database of women's contributions to the life of the City of Cambridge to be posted on the City's Web site. Led tours of the Cambridge Women's Heritage Trail in and around Central Square and mid-Cambridge.
- *Domestic Violence*: Initiated a Teen Dating Violence Campaign at Cambridge Rindge and Latin School in collaboration with the City's Violence Prevention Coordinator. The initiative included development of a teen advisory committee that worked with a professional marketing firm to develop a series of multilingual posters and brochures on how to recognize, deal with and prevent violence in teen relationships. Chaired the monthly meetings of the Domestic Violence Task Force to bring together all agencies and individuals working to prevent domestic violence and support those affected by it.
- *Women's Health*: Coordinated a health fair for the Haitian community with workshops on health rights, access and wellness issues most significant to Haitian in Kreyol and English. Chaired the Women's Health Task Force for the Cambridge Health Alliance.

• *Young Women*: Coordinated the 7th annual Fifth Grade Girls' Sports Day at MIT with daylong sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to healthy physical activity. The 2003 event featured a member of the champion Harvard Women's Hockey Team addressing the girls following a cookout lunch.

About the City's Seal

The Cambridge City Seal (shown on the back cover) 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 **Michael A. Sullivan**
Vice Mayor **Henrietta Davis**
Councillor **Marjorie C. Decker**
Councillor **Anthony D. Galluccio**
Councillor **David P. Maher**
Councillor **Brian Murphy**
Councillor **Kenneth E. Reeves**
Councillor **E. Denise Simmons**
Councillor **Timothy J. Toomey, Jr.**

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