

City of Cambridge

CAMBRIDGE RINDGE AND LATIN PROUD PAST - BRIGHT FUTURE



2010/2011
ANNUAL REPORT



About Cambridge

With over 105,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with almost 27% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

Front and Back Covers:

Cambridge Rindge and Latin School Renovation: Major renovations are under way to upgrade building systems, windows, accessibility and the physical quality of the learning environment on this phased construction project. The first phase of construction was completed in summer 2010 and students in grades 10 - 12 moved into the renovated part of the buildings, while the second phase commenced, with completion anticipated for fall 2011. All construction on public buildings in Cambridge is undertaken with LEED (Leadership in Energy and Environmental Design) certification, by the United States Green Buildings Council, an integral part of the effort. *(Photos by Larry Aaronson)*

City Manager's Message

Photo: nortonphotography.com



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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the FY11 Annual Report.

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

Cambridge retained its status as one of approximately 30 cities nationwide to earn AAA ratings from all three major credit rating agencies, for its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing significant saving to taxpayers.

In FY11, the City appropriated a combined total of \$9.55 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. See more on this in the City Manager's section.

Renovations to the Cambridge Rindge and Latin High School continued into the second phase of this two phase construction project to improve building systems, windows, accessibility and the physical quality of the learning environment. Students moved into the portion of the buildings completed in summer 2010. The second phase will be completed, and the entire building will be usable, in fall 2011. All construction on public buildings in Cambridge is undertaken with LEED (Leadership in Energy and Environmental Design) certification, by the United States Green Buildings Council, as an integral part of the effort. The recently constructed new wing and renovated historic Main Library buildings have continued to reap awards (12 thus far) in recognition of their striking designs and features, including the prestigious Harleston Parker Medal from the Boston Society of Architects.

Initial preparations for renovations to a number of parks were completed in FY11, including site analysis, investigation, and materials and design research. The public processes for Fullmore, Alberico and David Nunes/Old Morse Parks will be undertaken in FY12, with construction expected to be under way in spring 2012. Riverside Press Park will see the establishment of Community Garden plots in raised beds.

In the past six fiscal years, we have been able to produce budgets which have reflected an average annual increase of 4.1% in the property tax levy. For FY11, this resulted in approximately 51.7% of residential taxpayers receiving a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year.

In May 2011, the City Council approved the FY12 operating budget of \$472,196,095, a capital budget of \$55,967,525, and the five-year capital plan. The FY12 operating budget reflects a 1.75% increase over the FY11 adjusted budget. The budget maintains City and school services that citizens have come to expect and provides a strong capital plan, supporting stability and reinvestment in the community, which is important during these difficult economic times. The budget achieves its goals with only a moderate increase in the property tax levy, in spite of a continued reduction in State Aid.

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

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy".

Robert W. Healy
City Manager



Mayor David P. Maher presented City Manager Robert W. Healy with a framed proclamation commemorating his 30 years of service as City Manager. (Photo by Bob Coe)

EDITOR'S NOTE

Robert W. Healy celebrated 30 years as Cambridge City Manager June 30, 2011. Healy is the longest serving city or town administrator in the Commonwealth of Massachusetts and has accomplished a great deal during his many years of public service. Under his leadership, Cambridge has earned AAA bond ratings from three major credit rating agencies for 12 years, a rare distinction that reaffirms the City's continued fiscal soundness.

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City Departments

Cambridge City Hall

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

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

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

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

Arts Council

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

Assessing

Robert P. Reardon, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

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

CITY TV-8

Calvin Lindsay Jr., Director
454 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, Executive Assistant
City Hall, 617.349.4280

City Manager's Office

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

Community Development

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

Commission for Persons With Disabilities

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

Conservation Commission

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

Consumers' Council

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

Election Commission

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

Electrical

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

Emergency Communications

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

Finance

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

Fire

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

GLBT Commission

John Gintell/Sarav Chidambaram, Co-Chairs
City Hall • GLBT@cambridgema.gov

Historical Commission

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

Human Rights Commission

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

Human Services

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

Information Technology (IT)

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

Inspectional Services

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

Law

Donald A. Drisdell, City Solicitor
City Hall, 617.349.4121

Library

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

License Commission

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

Mayor's Office

David P. Maher, Mayor
City Hall, 617.349.4321

Peace Commission

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

Personnel

Sheila Keady Rawson, Acting Director
City Hall, 617.349.4332

Police

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

Police Review & Advisory Board

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

Public Health

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

Public Works

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

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall • 617.349.4310

School

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

Traffic, Parking and Transportation

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

Veterans' Services

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

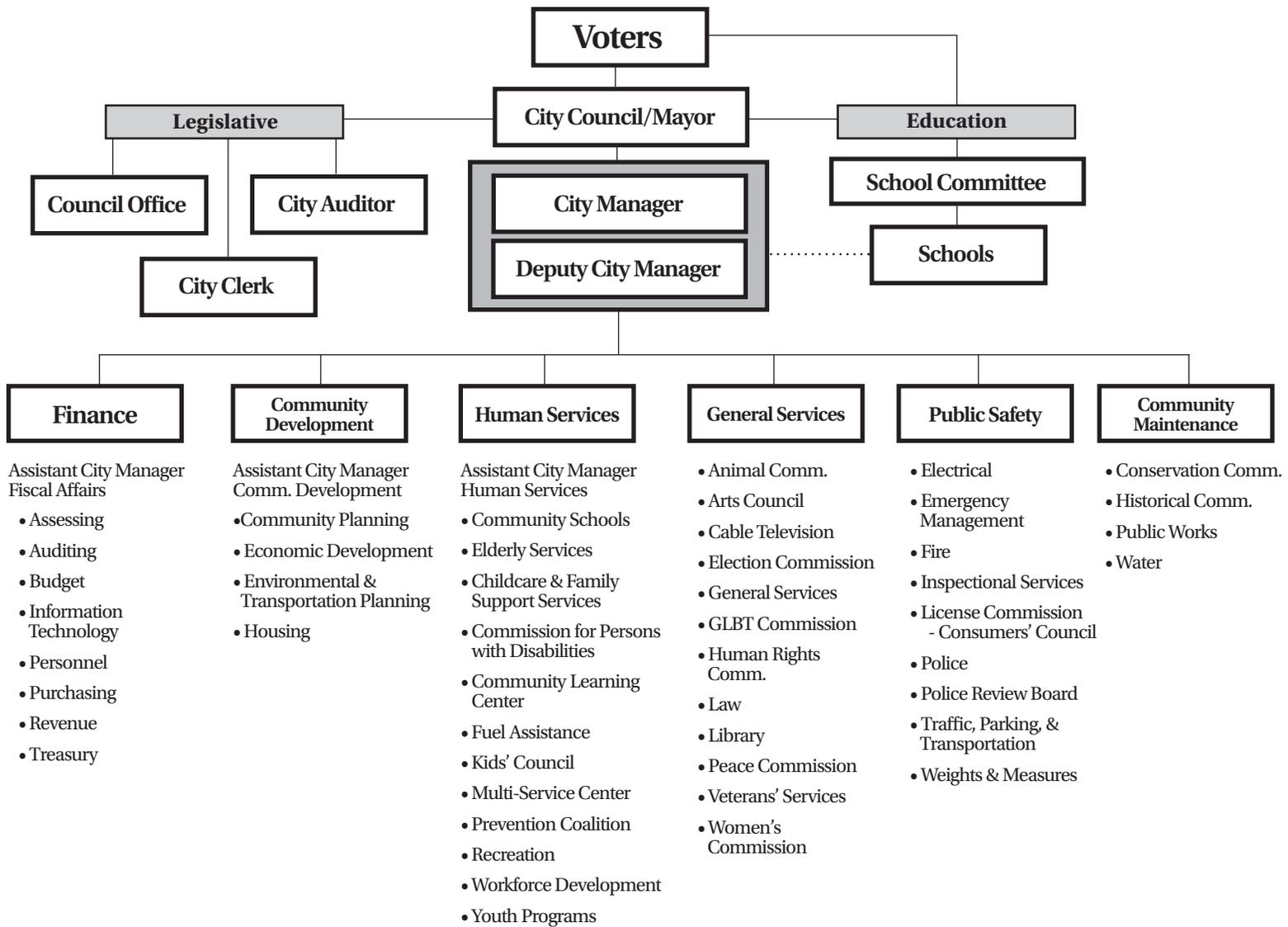
Weights & Measures

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

Women's Commission

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

Organizational Chart



Cambridge City Hall. (Photo by Bob Coe)

Cambridge At A Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

105,162 (2010, US Census)

Population Density:

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

Person(s) Per Household:

2.00 Persons (2010, US Census)

Median Age:

30.2 Years (2010, US Census)

Foreign Born:

25.7% (2007-9, US Census)

Home Language other than English:

30.3% (2007-9, US Census)

Common Languages other than English:

Spanish, Chinese, French/
French Creole, Indic Languages,
African Languages, Portuguese,
and Korean. (2007-9, US Census)

Racial Diversity:

66.6% White
11.7% Black
15.1% Asian
6.6% Other
(2010, US Census)

Hispanic Diversity:

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

Adult Educational Attainment:

72.5% College or Graduate Degree
11.0% Some College/Associates Degree
11.6% High School Diploma
5.0% No High School Diploma
(2007-9 US Census)

College & Graduate Students:

36,069 - Enrolled in Degree Program
(includes non-residents)
(2010, CDD)

Poverty Status:

10.0% of families
15.4% of Individuals
(2007-9, US Census)

Registered Vehicles:

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

Housing Units:

47,291 (2010, US Census)

Owner Occupied Housing:

34.6 % (2010, US Census)

Median Housing Sales Price:

\$760,000 Single Family
\$705,000 Two Family
\$424,000 Condominium
(2010, CDD)

Typical Rental Price:

\$2,000 One Bedroom,
\$2,650 Two Bedroom,
\$3,000 Three Bedroom
(2011, CDD)

Median Household Income:

\$67,297 (2007-9, US Census)

Jobs:

105,660
(3rd Quarter, 2010, Mass. Executive
Office of Labor and Workforce
Development)

Average Annual Wage:

\$82,264
(3rd Quarter, 2010, Mass. Executive
Office of Labor and Workforce
Development)

Resident Unemployment Rate:

4.9%
(May 2011, Mass. Executive Office of
Labor and Workforce Development)

Major Employment Sectors:

Education, Professional & Technical
Services, Health Care & Social
Assistance, Accommodation &
Food Services, Retail Trade
(3rd Quarter, 2010, Mass. Executive
Office of Labor and Workforce
Development)

FY11 Property Tax Rate:

Residential \$8.16
Commercial \$19.90
(per \$1,000 of assessed value)

Government:

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

FY11 Annual Operating Budget:

\$459.7 million

Public Schools:

11 K-8 schools, 1 K-6 school, 1 high
school, plus Vocational and Technical
Program, and High School Extension
Program, an alternative high school.

Private Schools:

13, plus 3 charters, numerous
preschools and special education

Higher Education:

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

Libraries:

Main Library and 6 branches

Post Offices:

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

Hospitals:

Cambridge Hospital, Mount
Auburn Hospital, Spaulding Hospital

Fire Protection:

8 fire stations, 276 sworn firefighters,
10 civilians

Police Protection:

1 police station, 267 sworn
officers, 42 civilians

Parks, Playgrounds & Reservations:

80

Public Golf Courses:

1 (Fresh Pond)

Public Transportation:

MBTA (subway & buses) and
commuter rail

Closest Airport:

Logan Airport (Boston)

**The acronym CDD stands for the City's
Community Development Department.*

Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are 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; Reports annually to the Massachusetts Commission Against Discrimination (MCAD) and biannually to the Equal Employment Opportunity Commission (EEOC).

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

Highlights and Accomplishments

- Submitted annual Affirmative Action Report to the City Council.

- Assisted departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Provided assistance to department heads and managers with recruiting, screening, interviewing and hiring processes.
- Worked closely with the City Manager's Affirmative Action Advisory Committee.
- Collaborated with the State Human Resources Division, Cambridge Police, Personnel and the Human Services departments to promote the Municipal Police Officer Examination resulting in applications from 149 Cambridge residents: 52% were from persons of color and 29% were from women, making this one of the most successful campaigns in the state.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.
- Co-facilitated employee diversity training.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

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

Highlights and Accomplishments

- Licensed 2,780 dogs; picked up 57 stray dogs (94% returned to owner, 4% adopted); issued over 61 animal quarantines and over 140 citations for violations of the Animal Control Ordinance.
- Responded to over 2,600 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, administrative calls, etc.
- Transported over 80 animals (including sick/injured wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue league for medical attention, placement or humane euthanasia.
- Sponsored a low cost rabies vaccination clinic for dogs. Maintained the Helen Holland Trust Fund for an emergency relief for stray animals that need medical attention, that otherwise would have to be humanely euthanized.
- Participated in open public meetings regarding the addition of more open space off leash areas at specified times. Attended and participated in the public engagement process with the Fresh Pond Advisory Group, Consensus Building Institute (CBI) and all the user groups of the Fresh Pond Reservoir. This process is to develop recommendations to make Fresh Pond Reservoir a location for everyone to enjoy.
- Coordinated with Mt. Ida College to have an intern work within the office of the Animal Commission and also work in the field with the Animal Control officers as part of an educational outreach program.
- Participated in a program for Emergency Preparedness for animals and people with animals in a disaster, sponsored by the Needham Police Department.
- Talked to the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs for the second year in a row. Served as a Legislative Representative for the Animal Control Officers Association of Massachusetts.
- Presented "Dog Bite Prevention" information to Cambridge Letter Carriers.
- Worked with The Massachusetts Audubon Society to assist tagging a Falcon for long term behavior research.
- Animal Control Officer received Certificate of Completion for attending a course entitled Animal Issues for ACO's and Police Officers, at the Frederick C. Conley Public Safety Training Center.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

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

Highlights and Accomplishments

- Initiated the Cambridge Arts Marketing Network (CAMN), a network of arts and cultural marketing professionals based in or associated with Cambridge that met quarterly to discuss issues, trends, best practices and develop collaborative opportunities and strategies designed to create positive relationships and increase impact and overall effectiveness within the sector. Additionally, the work of CAMN prompts the development of creative initiatives that foster opportunities for cross-promotion, cultivate dynamic relationships with local media organizations and identify new resources to support artists and arts and cultural organizations throughout the city.
- Collaborated with the North Cambridge Senior Center, Cambridge Youth Programs and Cambridge Public School Department (CPSD) to produce and augment an educational initiative entitled *Art Through the Ages -The Public Realm*, a program designed to bring different generations together to learn about public art in Cambridge. Supported by a grant from the Cambridge Community Foundation and the Tufts Health Plan Foundation, the program consisted of discussions based at the Cambridge Senior Centers and field trips into the neighborhoods of Cambridge between May and September where seniors, teens and young children visited public art sites for interviews, artists' talks, interactive exchanges and on-site tours and picnics. *Art Through the Ages -The Public Realm* provided both introduction and enrichment for selected artworks in the City collection by promoting physical engagement with public space and offering opportunities for shared experience of the city through art across generations.
- Cultivated a second year of the CPSD University Arts Partnership, a committee dedicated to working with the university communities locally to develop opportunities for collaboration, shared resources and direct support for the Visual & Performing Arts Department within the school district. Quarterly meetings with leaders from Harvard University, MIT, Lesley University, the Art Institute of Boston @ Lesley University, Longy School of Music and the Cambridge Arts Council provided CPSD Visual & Performing Arts staff with direct access to officials in order to communicate needs and more fully understand the scope of arts programming and possibilities for strategic, in-depth collaboration and partner support to benefit the city's youth.

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 32nd Cambridge River Festival (CRF) took place on Saturday, June 4, 2011 with an overall focus on community involvement. In addition to continuing the recent tradition of developing intensive partnerships with Cambridge-based arts organizations to populate the stages and performance venues at the festival, the 2011 event provided an opportunity to augment the CRF Opening Ceremony developed as a tribute and celebration honoring the late



Artist Jerrie Lyndon chalks it up at the Cambridge River Festival.
(Photo by Noelia Santaana)

Dr. Hugh Morgan Hill, better known as Brother Blue. The Opening Ceremony was created through a unique partnership between the Arts Council, Behind the Mask Theater and Revels, Inc. and included a grand procession to the festival site from Winthrop Park in Harvard Square led by the Dirty Water Brass Band, a 16' giant puppet modeled after Brother Blue and members of many of the celebrated arts organizations and institutions based in Cambridge. The procession culminated in a community sing and parade of butterflies that took flight at the stroke of Noon to officially launch the festival and invite audiences to enjoy and take part in five stages of professional performances, high-quality interactive art-making activities, roving performances, and food, arts and crafts reflective of the cultural diversity of Cambridge.

- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed more than \$50,000 in funding through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 33 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants to local school children to provide affordable opportunities for youth to attend professional artistic events in Cambridge and the Greater Boston area.
- Produced the 3rd annual citywide Cambridge Open Studios (COS) in May 2011, including visual and performing artists from all neighborhoods of the city. COS connected local artists with the broader population of the city and region and provided opportunities to promote artists and expand their audiences while encouraging the sale of unique, locally made artwork. A comprehensive program and guide was developed to direct visitors to artists' studios and public artworks throughout the city. Three COS weekends also included a series of high-profile Common Venues where additional opportunities were made for artists to exhibit and present their work in a group setting activating dormant retail space and reinforcing vibrant street-level retail in major squares and areas in the city. COS also highlighted the City's award-winning public art collection of more than 200 site-responsive artworks located in parks, plazas, municipal buildings and open spaces. COS involved the direct participation of 300 artists, 90 venues and provided audiences with an



Cambridge Open Studios 2011. (Photo by Adam Gooder)

opportunity to connect directly with and support artists and explore the unique character of city neighborhoods.

- Continued to expand the reach and activity of the Cambridge Poet Populist Program, an initiative designed to celebrate poetry and Cambridge's rich literary heritage by supporting the City's Poet Populist, Jean-Dany Joachim. Joachim, a longtime Cambridge resident, was recognized for his work to establish and grow the Cambridge Poetry Festival, which was launched in Central Square and included venues in all regions of the city. Mr. Joachim also hosted the Poetry Tent at the 32nd Cambridge River Festival, which built on his work as the creator and producer of the *City Night Reading Series*, bringing together poets, writers, performers and literally enthusiasts to celebrate poetry and the diverse languages spoken in Cambridge and the New England region. Additionally, Mr. Joachim worked with the Cambridge Public Library, CPSD, artists and local cultural organizations to encourage a dynamic relationship and engagement with poetry.
- Produced the 19th season of *Summer in the City* from July through August 2010. The citywide series targets youth ages 4-11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2010, *Summer in the City* featured artists and performers reflective of the cultural diversity of Cambridge and attracted approximately 3,800 audience members over the course of an 8-week period. Partnerships were also developed with each regional business association and Cambridge Local First to present performances and outdoor family-friendly movies encouraging audience members to shop and dine at Cambridge-based businesses and establishments.
- Issued over 325 street performer permits in accordance with the City's Sidewalk Use Ordinance, allowing buskers the opportunity to perform in and enliven city squares, parks and open spaces throughout Cambridge. In addition to providing permits, the Arts Council also hired and trained street performer monitors to provide direct oversight for performer activity and work with the performers, residents and businesses to ensure heightened communication, advocacy and overall balance relative to needs and concerns of all involved.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Build Boston, Boston Cyberarts Festival, José

Mateo Ballet Theatre's *Dance for World Community* festival, Hong Kong Dragon Boat Festival, RiverSing, Cambridge Science Festival, HONK Festival & Parade, Make Music Cambridge, the Latino International Film Festival, Boston Palestine Film Festival and DIYDS National Youth Video & Film Festival. CAC also partnered with the Arts & Business Council of Greater Boston, Cambridge Community Foundation, The Boston Foundation, MAASH, Artists' Foundation, ARTSBoston, Boston Dance Alliance, Patron Mail and a variety of other local organizations to engage and educate leaders in the local arts community on issues pertaining to education, funding, marketing, new technology and cultural planning.

PUBLIC ART PROGRAM HIGHLIGHTS

Completed Projects & Ongoing Projects

- **Cambridge Rindge & Latin High School/War Memorial:** Artist Mel Ziegler continued to develop a public art concept related to the renovation of the CRLS and the War Memorial Recreation Center. His concept, entitled *The Giving Project*, comes from his intense interest in the "creative campus" movement nationally and provides a mechanism at CRLS for arts-focused interdisciplinary projects that provide opportunities for students to further develop skills and collaborative experience by linking visual, performing and literary arts with other disciplines being taught as part of the MA curriculum frameworks.
- **Danehy Park:** Mierle Laderman Ukeles continued the development of a fifth and final phase of her artwork *Turnaround/Surround*, a multi-year project located at Danehy Park that focuses on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site, into a 55-acre active use park and public amenity.
- **Park Spark:** Artist Matthew Mazzotta installed the first ever Dog Park Methane Digester in the United States at Pacific Street Park in Cambridge. This temporary installation transformed dog waste into energy. As dog owners disposed of their pet's waste in the Park Spark Digester, it created a steady stream of burnable methane gas that powered an old-fashioned gas-burning lamp post in the park. Major news and media outlets around the world featured this project for its innovative problem-solving.



Park Spark, a temporary public art project by Matthew Mazzotta. (Photo courtesy of the artist)



Brian Kane's *Free WiFi* exhibition in collaboration with the Boston Cyberarts Festival. (Photo courtesy of the artist)

- **Northeast Sector at Fresh Pond:** Laura Baring-Gould continued to develop her concept for integrated public artwork that relates to the physical improvements and work being done on watershed management in the Northeast Sector at Fresh Pond. Baring-Gould met with staff, residents and caretakers for the Fresh Pond Reservation to solicit information and discuss her ideas for developing sculptural elements to be located at the Reservation and focus users on the vital role that water as a resource plays to individuals and communities locally and globally.
- **Brookline Street:** Artist Mike Mandel completed a series of 11 sidewalk mosaics of various sizes that honor historic individuals, businesses and locations along the length of Brookline Street in the Cambridgeport neighborhood. Entitled, Sidewalk Histories – Brookline Street Mosaics, each artwork is made of small ceramic tile and is based on a photograph reflective of the rich and diverse history of this urban corridor. An interpretive sign for the project was developed and sited in David Nunes Park for the education of residents and visitors to the city.

Education & Outreach

- With funding from the National Endowment for the Arts and the Massachusetts Cultural Council, the Arts Council continued to facilitate the Public Art Youth Council (PAYC) program. PAYC consists of 10-15 high school students selected to represent the city's diverse geographic areas who serve as ambassadors for new and existing public art to their friends, family and related networks. Participants work under the guidance of the Arts Council's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. This initiative reverses the more common process where adults develop programming for teen audiences, allowing the students themselves paid opportunities to develop initiatives that promote the City's Public Art Collection and engage the community.
- Continued to organize and implement educational workshops and events related to the City's Public Art Collection, including a

citywide bicycle tour with docent, summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours in various regions of the city related to Cambridge Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, Library branches, after-school programs, and in various squares and open spaces in the city.

CAC Gallery

- Continued to develop exhibitions for the CAC Gallery that pursued a mission of presenting high-quality, contemporary art installations highlighting artistic process and the practice of art-making in the public realm. Five exhibitions in 2010 presented a range of artists from the city's youth to nationally and internationally renowned artists, including: A collaboration with New York-based Wave Hill, entitled *Remediate/Re-vision*, featuring the work of four artists engaged with the concept of "Remediation", a practice that deals directly with creativity and renewal as it relates to environmental intervention. The artists projects showcased examples of the ways artists, architects, and scientists use physical, social, and conceptual methods to remediate and re-vision both public and private spaces. *Of, By, and For: New Work by Daniel Peltz and Paul Notzold*, posed questions about the definition of public and what defines a community and its leaders and how artists can facilitate the dialogue between these intersecting groups. *Of, By, and For* presented two models of artistic intervention into urban life that examine city structure, site and community. Both projects suggested creative ideas related to mobility, communication, control and how authority is made visible in city spaces. *Drawing in Public* featured a variety of approaches, processes and media that translated the intimate pursuit of drawing into a much larger scale while also encouraging public participation and dialogue. *Free WiFi*, presented in collaboration with the Boston Cyberarts Festival, featured artist Brian Kane's newest floor-to-ceiling sculpture installation, which took inspiration from popular Internet iconography and extracted two dimensional images to create real objects for real spaces. *Flocks: Art in the Schools* showcased work created by K-8 King Open and CRLS 9th Graders through the extensive outreach program associated with the popular temporary public art installation *Flocks*, developed by Cambridge-based artist Carolina Aragón in response to the character and composition of the Cambridge Street Corridor.

Art Conservation & Maintenance

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

Assessing

Robert P. Reardon, Director • City Hall • 617.349.4343

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

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

Highlights and Accomplishments

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

The chart below compares FY09, FY10 and FY11 taxable value for Cambridge

	FY09 Value(000s)	FY10 Value(000s)	FY11 Value(000s)
Existing Commercial & Industrial	\$8,286,998	\$8,270,727	\$8,282,770
New Commercial & Industrial	170,297	195,585	96,105
TOTAL COMMERCIAL & INDUSTRIAL	\$8,457,295	\$8,466,312	\$8,378,875
Existing Residential Property	\$14,269,148	\$14,598,742	\$14,677,293
New Residential Property	381,396	295,571	146,291
TOTAL RESIDENTIAL PROPERTY	\$14,650,544	\$14,894,313	\$14,823,584
Existing Personal Property	\$598,224	\$686,243	\$756,412
New Personal Property	169,996	224,833	203,207
TOTAL PERSONAL PROPERTY	\$768,220	\$911,076	\$959,619
TOTAL TAXABLE PROPERTY	\$23,876,059	\$24,271,701	\$24,162,078

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 department also provides assistance to the City Council in its review of the proposed City budget.

Highlights and Accomplishments

- Continued preparation of the City's FY10 Comprehensive Annual Financial Report (CAFR), and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the GFOA. Statements are prepared entirely in-house and available on the City's website for easy public access to the financial status of the City.
- As required per GASB 40 for disclosing deposit and investment risk, the department completed an analysis of the investment(s) and sorted by risk as assigned by various rating agencies.
- Continued to promote the participation of vendors in the electronic

transfer payment option for vendors enrolled in the PayMode program. This payment method will reduce payment and processing costs, help the City to provide a more efficient business process and support the evolving demands of electronic commerce.

- Represented Auditing on the Other Post Employment Benefits (OPEB) Steering Committee, which coordinated the City's first-ever actuarial study to comply with GASB 45, and helped develop economic and actuarial cost assumptions and amortization methods.
- Contracted actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2010 and to develop a preliminary projection of losses and allocated expenses to be incurred during the fiscal year beginning July 1, 2010.
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Coordinated specific requests for Accounts Payable and vendor inquiries.
- Completed all Massachusetts Department of Revenue required reports.

Budget

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

The primary responsibility of the Budget Office is to prepare the annual Operating and Capital budgets for submission by the City Manager to the City Council, as required by Chapter 44 of the Massachusetts General Laws. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council. Milestones in the budget process included:

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

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

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

Highlights and Accomplishments

- Monitored and balanced the FY11 Operating and Capital budgets of \$482,090,040.
- Continued to coordinate development of formal investment, debt service and reserve policies, which were adopted by the City Council as part of the FY11 Budget process.
- Received, for the 26th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY11 Operating and Capital budgets.
- Prepared all documents for \$46,220,000 Bond Sale held on February 15, 2011. This issue financed such capital projects as the Cambridge Rindge and Latin School, Old Police Station and other Municipal Building Renovation Projects, Sewer Reconstruction Projects, Radio System Replacement Project, Harvard and Kendall Square Surface Improvements and Danehy Park Soccer Field Improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.21%.
- Collaborated with the Finance, Assessing and Revenue departments to publish and mail three separate newsletters which explained the City budget, property values and real estate taxes, and abatements and exemptions.
- Assisted in preparation of the following financial documents: FY2010 CAFR, FY2010 Financial Statements, Bond Rating agency presentation document, and Official Statement for the February 2011 Bond Sale.

CITY TV-8

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

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

CITY TV-8 strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas of education, culture, arts, health, human services and history.

Highlights and Accomplishments

- Implemented the first two phases of a three phase project to reposition CITY TV-8 as a more viable viewing alternative for Cambridge residents. The first phase involved contractual arrangements with satellite content providers which allow

CITY TV-8 to broadcast programming from their channel line-up. The arrangement allowed us to provide CITY TV-8 viewers with a stream of current national news & informational programming, multi-cultural & documentary programming and cinematic offerings. The second phase of the repositioning project will involve redesigning the CITY TV-8 website to include an embedded video link, enabling viewers to access programs online.

- Became the exclusive producer of "Behind the Pages," an in-studio interview series that features local and national authors discussing their current projects.
- Continued to cover and broadcast important City and community events and celebrations, including the Memorial Day Parade, Veteran's Day and Patriot's Day observances, the annual Dance Party and Danehy Park Family Day.

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

- Managed the City Council agenda, which consisted of 2,176 items for calendar year 2010, and published the permanent bound record of the 2008 City Council proceedings.
- Completed the upgrade of the vital records storage vault funded with Community Preservation Act funds. The new vault meets a higher standard of archival preservation and has been expanded to add vital records archival storage space. The new vault room has better lighting, and is a safer and more efficient workspace.
- In addition to the ongoing digitization of storage, retrieval and issuance of all current vital records, the City Clerk's Office scanned and stored an additional 4,300 vital records to extend our digital storage and issuance back through 2002 vital records.
- Participated in the City/Town Clerks Working Group with Registry of Vital Records officials and the City's Information Technology Department on the Vitals Information Processing (VIP) Project to develop a web-based statewide birth record processing system. The Clerk's Office hosted a State Registry training, in the IT training room, for birth clerks in both Cambridge hospitals and City Clerk's staff. Birth records are now issued from the new web-based statewide system.
- Worked with the City Solicitor's Office, the IT Department and the Public Information Officer to implement the Open Meeting Law's new requirement that postings be visible to the public at all hours.
- Provided staff support for 17 City Council committees.

Highlights and Accomplishments

• Vital Statistics (2010 calendar year):

Cambridge residents - births in Cambridge	499
Non-residents - births in Cambridge	3,078
Cambridge residents - births outside Cambridge	681
Marriages recorded	1,248
Deaths recorded	966



The City Clerk's vital records vault pictured before the renovation funded with Community Preservation Act funds.



Following the renovation, the vital records vault meets a higher standard of archival preservation.

City Council

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

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs 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 active committees, providing much of the research and legislative analysis on major policy issues before the Council. This allotment includes funding for City Councillors and Council Aides.

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 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. This allotment also supports the Council's efforts to secure federal, state and other aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from external sources.

Highlights and Accomplishments

- Organized the second annual City Council World Café, an interactive format that solicits diverse and creative points of view from residents about City of Cambridge needs.
- Coordinated facilitation of City Council goal setting sessions.

- Facilitated approximately 12 square dedication ceremonies initiated by the City Council.
- Coordinated Group Dynamic training sessions for City Council and administrative staff.

City Council Goals for FY11

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



City Council Office Staff Mary Horgan and Sandra Albano.



2010-2011 Cambridge City Council. Front Row: Marjorie C. Decker, Vice Mayor Henrietta Davis, E. Denise Simmons and Leland Cheung. Back Row: Sam Seidel, Timothy J. Toomey Jr., Kenneth E. Reeves, Craig A. Kelley and Mayor David P. Maher.

City Manager

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

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

Highlights and Accomplishments

- Cambridge retained its AAA rating status from the three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.
- In FY11, the City appropriated a combined total of \$9.55 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$101.7 million, of which approximately \$38.6 million was in state matching funds.
- Creation and preservation of affordable housing remains a high priority for the City. The Affordable Housing Trust, chaired by the City Manager, facilitated the creation or preservation of more than 370 affordable units under development in FY11. Permanent affordability was preserved for 125 units with expiring affordability restrictions, through nonprofit agency purchase of Inman Square and CAST 2 apartments. Construction began on 40 new affordable units at Putnam Avenue and Sidney Street, and work continued on 19 new affordable units on Cambridge Street as well as on the revitalization of 115 public housing units with the complete rehabilitation of Jackson Gardens and new construction at Lincoln Way. Substantial rehabilitation of 12 affordable rental units was completed on Pine Street, achieving a LEED Platinum designation. Early stage work began on a number of new opportunities located throughout the city including efforts to preserve affordability of other "expiring use" units. These developments were all financed with funds generated by the CPA, and will provide much-needed housing for Cambridge residents, with long-term affordability ensured by deed restrictions held by the City. The City also assisted more than 20 new homebuyers who purchased homes through the First-time Homebuyer Program in FY11, and offered first-time homebuyer workshops which served more than 500 participants.
- Open Space funds provided through the CPA enabled the City to improve and enhance the banks of the City's water supply reservoir in Lexington and to further preserve and enhance Fresh Pond Reservation lands, including Glacken slope stabilization, ecological restoration of the Black's Nook area, stormwater improvements associated with South Pond within the Golf Course and drainage improvements along Fresh Pond Parkway.
- CPA historic preservation funds supported several important projects at City Hall: repair and replacement of slate roofing, installation of new gutters, and waterproofing. The construction of the City Clerk's Vital Statistics Vault was completed, and the vault's storage capabilities have been substantially improved. The firehouses of Engines 1 (Cambridge Fire Department HQ, 491 Broadway) and 6 (176 River Street) were repaired this year with CPA funds, and planning for reuse was begun for 5 Western Avenue, the former Cambridge Police Department headquarters. Continuing restoration projects are under way at the Cambridge Cemetery and the Old Burying Ground in Harvard Square, and a large fund balance is available for the eventual restoration of the Cambridge Common. The Historical Commission's CPA-funded Preservation Grant program helped six non-profit organizations and six affordable housing projects restore their historically significant structures.
- Continued participation, in cooperation with chief executives from neighboring communities and the Metro Mayors Coalition, in a planning process to determine areas for mutually coordinated efforts such as emergency management planning and response, energy consumption and group health insurance.
- The City Manager's Office continued to present two major annual community events - Danehy Park Family Day in September 2010 and the 14th Annual City Dance Party in June 2011. Over 5,000 Cambridge residents enjoyed free amusement rides, food, arts and entertainment at Danehy Park, our award winning recycled open space facility. Another record crowd of thousands came to the Dance Party to celebrate the beginning of summer and danced the night away on Mass. Ave. in front of City Hall.
- Worked closely with various City departments to plan and manage a series of events and programs aimed at showcasing the rich culture, diversity, history and public art in Cambridge. Major events included the Cambridge River Festival (presented by the Cambridge



City Manager Robert W. Healy's family attended a special reception honoring him for 30 years of dedicated service to the City of Cambridge. (Photo by Nicolas Guevara)

Arts Council), A Taste of Cambridge, the Let's Talk About Food Festival (presented by the Museum of Science), and diverse ethnic and neighborhood festivals and celebrations.

- Worked with a variety of City departments and Cambridge institutions to coordinate the Fifth Annual Cambridge Science Festival, a nine day celebration of the sciences and their impact on life in Cambridge. This very popular event, produced by the MIT Museum, this year in conjunction with MIT's 150th anniversary, featured over 200 events including a Science Carnival inside and outside of the new Main Library and the CRLS Field House, and the third annual Curiosity Awards for Cambridge students, who expressed their wide-ranging interests in the impacts of science on their daily lives.
- Participated in biweekly meetings of the Cambridge Health Alliance's Strategic Planning Committee, toward creation of its Vision 2015 report.
- Cambridge continues to work to become a more sustainable community, including improving the environmental and energy performance of municipal facilities and operations. The Stretch Energy Code went into effect at the beginning of the fiscal year, significantly increasing the energy performance code for new buildings and major renovations. Improvements to municipal facilities and operations continued with new construction and renovation projects being granted LEED certification and through the City's participation in the Commonwealth's Green Communities Program, which included a commitment to reducing municipal energy consumption by 20% by 2013. The City began the process of planning for climate change impacts by becoming one of only eight inaugural communities in the U.S. to join the ICLEI Climate Resilient Communities Program. In the community, the City-sponsored Cambridge Energy Alliance (CEA) continued to promote energy efficiency and renewable energy in the residential and small commercial sectors with support from the Energy Efficiency and Conservation Block Grant (EECBG). Numerous community events were organized or co-sponsored by CEA and a residential air conditioner swap program was launched.
- Coordinated responses to various City Council and citizen inquiries regarding City services, events, resources and opportunities, through the Cambridge Request System (CRS).
- Supported citywide advisory committees, including Fresh Pond Advisory Board and the Open Space Committee.

PUBLIC INFORMATION OFFICE

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

Highlights and Accomplishments

- Produced *The Cambridge Life* magazine and City resource guide.
- Produced two editions of the 8-pg. community newsletter, *CityView*, which was mailed to over 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY10 City of Cambridge Annual Report.



The second phase of renovations to Cambridge Rindge and Latin School are scheduled for completion in fall 2011. Students moved into the portions of the building completed in the first phase in summer 2010. (Photo by Larry Aaronson)

- Produced the PIO Update, a weekly e-mail newsletter to City employees.
- Responded to numerous requests for City information and publications via the website, E-mail and telephone.

MAJOR CAPITAL PROJECTS

Cambridge Rindge and Latin School Renovations

Major renovations are under way to upgrade building systems, windows, accessibility and the physical quality of the learning environment on this phased construction project. The first phase of construction was completed in summer 2010 and students in grades 10 - 12 moved into the renovated part of the buildings, while the second phase commenced, with completion anticipated for fall 2011.

Sewer Separation and Stormwater Management Projects (\$15.3 million)

The City program to eliminate common manhole structures throughout the City continued in 2010/2011. Common manholes were removed in Cambridgeport in the vicinity of Erie and Pearl Streets in the spring of 2011. This work will be followed by the reconstruction of streets and sidewalks on Erie Street in 2011.

The ongoing utility upgrade and sewer separation program in the Agassiz/Mid Cambridge area continued in 2010 with the completion of sewer, stormwater and water distribution system work on Prentiss Street between Massachusetts Avenue and the Somerville Line. Design work was completed for Forest Street and Upper Oxford Street at the same time and it is anticipated that work will begin on these streets in the summer of 2011.

As an additional part of this program, design work was completed on a sewer separation and stormwater management project for the Myrtle/Magnolia community in the spring of 2011. This project will include the new sewer, drainage and water distribution pipes on Myrtle, Magnolia, Lamont and Hovey Streets and will also incorporate a flood protection storage tank on Hovey Street as part of the project. All of the streets and sidewalks in the area will be reconstructed after the utilities are upgraded.

The sewer separation project that began in March 2010 in the Whittemore Avenue area of the city was completed by March 2011. This project included the elimination of common manholes throughout this area, together with rehabilitation of sewer, drain and water distribution systems. The project resulted in the elimination of a combined sewer overflow structure immediately upstream of the Massachusetts Avenue Bridge and also included the placement of floatable control baffles on the remaining three combined sewer overflow structures in the area. The street restoration work associated with this project will be completed by the end of the 2011 construction season.

Construction has begun on the outfall project associated with the sewer separation program for the Concord and Huron Avenue areas. This project consists of construction of a large diameter stormwater pipe between Concord Avenue at Wheeler Street and the Alewife Reservation, where separated stormwater will discharge into a three acre stormwater wetland before discharging into the Little River and Alewife Brook. It is expected that this work will take approximately two years to complete. The design effort associated with the upstream projects in the Huron Avenue neighborhoods began in December 2010 and there were multiple community meetings in the spring of 2011 as the design team worked toward a final design that would eliminate a combined sewer overflow structure at the Alewife Rotary. The Huron area construction projects will begin in the summer of 2012.

The design work associated with the Western Avenue project began in 2010 and is ongoing. It is being designed in conjunction with surface infrastructure design on Western Avenue. It is expected that design will be complete by fall 2011 and construction will begin in winter 2011.

Roadway Reconstruction and Improvements (\$7.9 million)

Using State and local funds, numerous streets and sidewalks have been designed and constructed in the past year. The City uses its 5 year Street and Sidewalk plan to identify those streets in most need of reconstruction, based primarily on use and condition. The City uses the complete streets approach in identifying the type of reconstruction most appropriate for a given street. In the past year, the following street reconstruction projects have been completed: Prospect Street between Massachusetts Avenue and the Somerville line; Cushing Street between the Fitzgerald School and Mount Auburn Street; and First Street between Cambridge and Binney Streets. The following neighborhood streets were also reconstructed last year: Elm, Gardner and Robinson Streets and Hubbard Avenue. Additionally, the following streets began reconstruction spring 2011: Upland Road between Raymond Street and Huron Avenue; Pemberton Street between Rindge Avenue and Fairfield Street; Lowell Street between Brattle and Mount Auburn Streets; and Chauncy Street between Massachusetts Avenue and Garden Street. Design work was completed on additional streets last year, including: Broadway between Prospect and Cardinal Medeiros Streets; and Henry, Linnaean, Waterhouse, Spring, Davis, Moore, Shea, Locke, Meacham and Woodbridge Streets. It is expected that all of these streets will undergo construction in 2011-2012.

Additionally, the latest phase of the Harvard Square enhancement project is in construction and expected to be completed in fall 2011/spring 2012. The streets included in this phase of the plan include: JFK Street between Eliot and Brattle Streets, and Dunster, Linden and Plympton Streets between Mount Auburn Street and Massachusetts Avenue. The MBTA work associated with the MBTA Redundant Elevator project at DeGuglielmo Plaza was completed in 2011.



Sidewalk reconstruction on JFK St as part of the Harvard Square Improvements Project.

A design effort is ongoing in Kendall Square, where an engineering firm has been contracted to complete the design of surface infrastructure improvements between Broadway and Ames Street on Main Street. A design committee has been chosen and it is expected that their efforts will continue into the summer of 2012. Meanwhile, design of street and sidewalk improvements associated with restoration of Broadway between Ames and Third Streets was completed in the spring of 2011 and construction will move ahead in the winter-spring of 2012.

Design work associated with the remedial restoration of the Harvard Tunnel at Cambridge Street continues. It is expected that this project will begin construction in the spring of 2012 and will result in a new roadway structure between Quincy Street and Massachusetts Avenue, as well as a restored and improved roof surface on the top.

Cambridgeport Parks (Alberico, Fulmore, David Nunes/Old Morse Parks) and Clarendon Avenue Park

In preparation for extensive renovations to three Cambridgeport neighborhood parks, conducted site analysis, investigation, and materials and design research. All three are scheduled to be completely renovated in 2012. Undertook a comprehensive site analysis, and did preliminary design for an underutilized portion of Clarendon Avenue Park, along the Massachusetts Avenue edge.

Riverside Press Park Community Garden

Designed modifications to the existing park, to introduce raised gardening plots. These plots are to be installed by the Public Works, and the program administered through the Cambridge Conservation Commission.

Municipal Golf Course Maintenance Facility Site Work

Designed and provided construction oversight on improvements to the golf course maintenance facility. These improvements included building landscaping material storage bays, establishing a street tree holding area for temporary storage, and drainage improvements intended to reduce surface water runoff to North Pond.

Community Development

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

The mission of the Community Development Department (CDD) is to enhance the urban environment to sustainably support a high quality of life for Cambridge's diverse population. This is accomplished through planning and managing physical change, active engagement in climate protection initiatives, fostering community and laying the groundwork for a healthy economic environment that will 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;
- Planning and implementing energy conservation and renewable energy projects to support the City's Climate Protection goals;
- Strengthening the vitality of commercial and business districts;
- Renovating and enhancing the City's parks, playgrounds and open spaces;
- Enhancing the character of each of the City's thirteen neighborhoods through neighborhood-based planning;
- Managing growth to support the best long-term interests of the City; and
- Planning transportation improvements designed to accommodate all modes of transportation.

The Community Development Department performs its work through public processes in which an array of interests and viewpoints are represented, including those of appointed boards and committees, individual citizens 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 subcommittees 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 in advancing the City's goals and priorities in the areas of housing, community planning, economic development and environmental and transportation planning.

Highlights and Accomplishments

- With funding from the Affordable Housing Trust, worked with local non-profit housing providers and the Cambridge Housing Authority to preserve 125 existing affordable rental units with expiring use restrictions at Inman Square and CAST II apartments, while moving forward with preservation and creation of 245 affordable rental and homeownership units under way during FY11.
- Began working with the community, businesses and property owners to refocus the vision for Kendall Square, Central Square and the transition area between them, and to produce recommendations addressing appropriate mix of uses, development potential, enhanced activation of the squares, urban design character, long term sustainability, transportation and infrastructure improvements.
- Assisted in the planning and execution of the Red Ribbon Commission efforts to enliven Central Square and provided technical assistance to residents and businesses in their initiatives to increase outdoor entertainment and enhance the economic environment in the Square.
- With extensive community input, completed design for Western Avenue surface improvements. Plans include new sidewalks,



Construction began this year on the comprehensive renovation of two public housing developments. At Lincoln Way, 70 new apartments will replace 60 outdated units. (Cambridge Housing Authority rendering)



Approximately 200 participants came together in June to share ideas and goals for Central Square. (Photo by Goody Clancy)

improved crosswalks, new street trees and street lights, expansion of Cronin Park, and a cycle track, a facility that separates cyclists from motor vehicles and pedestrians. The design also includes features that will divert rainwater from the stormwater system and lead to improved environmental quality.

DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to create and preserve affordable housing in the City. The division works closely with the Cambridge Affordable Housing Trust, which oversees the majority of City funds for affordable housing programs. In FY11, the Trust was supported with a \$7.64 million allocation of funds under the Community Preservation Act. More than \$103 million in City funds have been committed since 1995 to create or preserve over 3,150 affordable units of housing. These resources, combined with federal grant funds, are used to fund housing that is affordable to low and moderate-income households and to leverage additional financing from other public and private funding sources.

Community Development Page 2 of CDD



The completion of Elm Place on Cambridge Street will bring 19 new affordable rental apartments to a lively commercial district. The project, which contains many energy-saving features, will be certified under the LEED for Homes midrise program.

(Photo by Just A Start)

The Housing Division works in a variety of ways to meet the housing needs of residents. The Division partners with local non-profit developers and the Cambridge Housing Authority (CHA) to preserve and create affordable rental and homeownership units. The Housing Division also offers education, counseling and financial assistance for first-time homebuyers and low-interest home improvement loans and technical assistance for homeowners through the Home Improvement Program. The Division ensures the long-term affordability of units developed or preserved under City programs through deed restrictions on affordable units. In addition, the City supports affordable housing production through planning and zoning policies, which include incentive and inclusionary zoning programs.

- Worked with the Cambridge Affordable Housing Trust, non-profit housing developers, and the CHA to assist 370 affordable units under development with Community Preservation Act (CPA) funds in FY2011. Preserved permanent affordability for 125 units with expiring use restrictions through non-profit agency purchase of two buildings in Area Four and Inman Square. Construction began on 40 new affordable units at Putnam Avenue and Sidney Street, and continued on 19 new affordable units on Cambridge Street. Construction also began on complete renovation of 45 units at CHA's Jackson Gardens development, and replacement of 60 existing units at Lincoln Way with 70 new apartments. Completed rehabilitation of 12 affordable rental units on Pine Street, which received LEED Platinum designation by the U.S. Green Building Council for achievement in green building and design.
- Completed the sale of more than 20 affordable homeownership units to first-time homebuyers. These units were created through the City's first-time homebuyer financial assistance program, the non-profit housing development program, and the inclusionary housing program. Through these programs and with assistance from City staff, more than 240 families have become homeowners in the past 5 years.
- Worked with private developers to create 10 new affordable units through the City's inclusionary housing program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units. In FY11, 41 households moved into rental units affordable under the inclusionary program.

- Educated more than 500 participants about homeownership at monthly workshops and provided one-on-one counseling to more than 175 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and understanding and repairing credit to prepare for homeownership.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Fair Housing Month events, Harvard Square MayFair, Fresh Pond Day, Hoops 'N' Health, and the Cambridge River Festival. Conducted several information sessions throughout the year to explain the application process for affordable rental and homeownership units available through the CDD Housing Division.
- Assisted more than 25 households through the City's low-interest home improvement loan programs. These loan programs help to stabilize the housing of low and moderate-income residents by making home improvements affordable to households that otherwise would be unable to address their needs.

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, demographic data, geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, reviewing the urban design of large development 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 and 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 public process for North Massachusetts Avenue Corridor Study, addressing urban design, streetscape and retail mix from Beech Street to the Arlington Line. Worked with Agassiz and Neighborhood Nine residents to create a streetscape master plan for the section of Massachusetts Avenue between Porter and Harvard squares, considering improvements to street plantings, sidewalks and access, street furniture, and bicycle and pedestrian



The streetscape master planning process for Massachusetts Avenue (Harvard to Porter) engaged residents, business owners, and institutional neighbors in conversations about pedestrian/bicycle safety as well as community and commercial vitality.

(Photo by Halvorson Design Partnership)

Community Development Page 3 of CDD



The Healthy Parks and Playgrounds Advisory Committee will consider park improvements to broaden the range of opportunities for children and adults of different age groups, ability levels and interests.

safety. Published neighborhood study updates for Area IV and Neighborhood Nine and commenced neighborhood studies for Mid-Cambridge, Cambridge Highlands and Riverside.

- Worked with Silver Ribbon Commission to continue dialogue on ways to support aging in Cambridge and follow-up on “Housing Options for Older Cantabrigians” report and the November 2010 public forum on ways to successfully age in the community.
- Commenced implementation of recommendations of the Cambridge Riverfront Plan, which focused on improving access to and experience of the riverfront, including discussions with neighborhood groups and working with DCR on amenities and infrastructure.
- Completed first phase of outreach on Healthy Parks and Playgrounds Initiative and began work with new Healthy Parks and Playground Advisory Committee to consider recommendations for future park improvements that would broaden opportunities for active, creative play and open space use for all ages.
- Commenced implementation of the new zoning regarding environmental standards for new construction, which resulted from the work of the Green Building Task Force. Worked with the Planning Board and developers on the application of green zoning to planned and proposed new projects.
- Conducted design review of development projects citywide, including the 1077 Mass Ave. mixed use project, the Alexandria Binney Street master plan, Cambridge Discovery Park, the St. James Church/housing project and the CHA redevelopment of Lincoln Way. Worked with consultants to conduct analysis of major rezoning petitions from Novartis, Forest City and MIT.

Economic Development Division

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City’s need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, revitalizing commercial districts, attracting and retaining businesses, and promoting a dynamic business climate.

- Through the Façade Improvement Program, provided matching grants for 12 commercial storefronts and provided architectural design services to 10 additional businesses. At its 2011 Cambridge Preservation Recognition Program, the Cambridge Historical

Commission awarded certificates of merit to the façades at India Pavilion and the Cort-Putnam Building and to new signs at Thelonious Monkfish and Life Alive Urban Oasis & Organic Café in Central Square; to the new accessible entrance for the José Mateo Ballet Theatre; and to the signage at the Maud Morgan Visual Arts Center.

- Presented three Best Retail Practices workshops to a total of 44 businesses including two on advanced topics: restaurant management and retail marketing. Provided individual consultations to participants interested in merchandising, interior design upgrades, marketing and operational improvements, and awarded 10 matching grants to assist with implementation of suggested improvements to businesses citywide, such as Flour Bakery and Thelonious Monkfish in Central Square; East Side Bar and Grille, Hub Bicycle Company and Stellabella Toys on Cambridge Street; and Susanna, Animal Spirit and SingaBella Café on Mass. Ave. Provided technical assistance to further strengthen community outreach efforts of the East Cambridge Business Association and Kendall Square Association.
- Provided assistance to over 170 existing and potential Cambridge entrepreneurs through small business educational workshops including “E-Commerce – Building a Web Presence,” “Real Estate Basics for Small Businesses,” “Introduction to Record Keeping and Accounting,” “Enhancing Your Marketing Strategy” and “Introduction to Quickbooks.” Offered 12, two-hour financial literacy workshops for Cambridge residents on topics such as budget and credit management, savings and banking basics.
- Managed the Nightlife & Outdoor Activities Taskforce work to encourage greater use of parks, plazas and performance venues for special events and entertainment, and to help local businesses benefit from the increased activity. Worked with Cambridge Office for Tourism to launch a master events calendar for the city.
- Provided green jobs training for 16 low-income residents, with an emphasis on developing skills for jobs in weatherization and building energy efficiency and maintenance. Supported Just A Start’s Biomedical Careers program. As a result, 11 Cambridge residents have upgraded their skills in preparation for jobs in the bio-medical sector.



The Façade, Signage and Lighting Improvement Program assists businesses throughout the city to support the economic vitality of commercial districts and corridors.



- Marketed Cambridge as a desirable location for business at networking events and conferences, and by working with existing and potential new companies, with emphasis on biotech, life sciences and green technology firms. Initiatives include collaboration with state and regional business development officials and participation in Bio2011, the world's largest biotech conference, to attract additional life sciences companies to Cambridge.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division engages in energy conservation and renewable energy projects and other activities

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

- Worked with the Climate Protection Action Committee (CPAC) to develop a new set of goals and actions to guide City programs for the next decade. As recommended by CPAC, investigated options for creating infrastructure for electric vehicles and obtained state funding for a pilot electric vehicle installation. As one of the first eight U.S. communities to join the ICLEI - Local Governments for Sustainability Climate Resilient Communities Program, began work on a climate change vulnerability assessment. The assessment will look at potential impacts of increased temperatures, more severe storms and sea level rise on Cambridge's infrastructure, residents, economy and public health.
- With funding from the federal Energy Efficiency Community Block Grant, continued to work with the Cambridge Energy Alliance (CEA) on outreach to all sectors of the community and provide incentives for energy efficiency measures. CEA interacted with approximately 2,000 residents and more than 400 business representatives at community events and through door-to-door canvasses. In May, CEA launched a well received air conditioner turn-in program that provides \$125 vouchers to residents who replace old air conditioners with new, energy-efficient models.
- Organized training workshops to educate property owners about the newly adopted "Stretch Code," an energy code aimed at improving building energy performance in Cambridge by 20%. Through an

interdepartmental process, developed a plan to reduce municipal energy consumption by 20% by 2013; staffed the City's interdepartmental Green Fleet program and obtained additional funding for the City's Clean Air Cab program. As a Green Community under the Commonwealth's Green Communities Program, Cambridge received a grant of \$283,770 for municipal energy improvements.

- Completed conceptual designs for the renovation of the Cambridge Common and the creation of a new multi-use path through Flagstaff Park, greatly enhancing the connection between Harvard Square and north Mass. Ave. for pedestrians and bicyclists. Completed the design of traffic calming features for Waterhouse Street, Linnaean Street and Spring Street.
- Continued to carry out projects to improve conditions for pedestrians, cyclists and transit users, including installing 241 new bicycle racks and 3 bicycle fix-it stations; working with other departments, agencies and community groups to improve walking and biking conditions on the six Charles River Bridges being reconstructed by the state and reviewing development projects citywide. Worked with other municipalities to establish Hubway, a regional bike share program, and raised significant federal grant funding which will enable the City to establish 14 bikeshare stations with approximately 140 bicycles, to be phased in during FY12.
- Completed the second year of CitySmart, a three-year grant-funded social marketing pilot program to encourage residents to switch from driving to walking, biking or transit. Targeting a specific neighborhood with information and events in each year of the program, reached over 800 households in North Cambridge during FY11 and launched the final phase this spring in East Cambridge.
- Daily ridership on the EZRide, a City-and-business-supported shuttle service, now exceeds 2,000 passenger trips, reflecting an increase of 19% between 2009 and 2010. With the goal of promoting non-auto modes of travel, continued to assist businesses developing transportation demand management programs, including monitoring the performance of businesses and institutions subject to the Parking and Transportation Demand Management Ordinance, which now encompasses more than 7.5 million square feet of commercial development and close to 900,000 square feet of institutional development.



The annual GoGreen Awards Ceremony celebrates the achievements of Cambridge businesses, institutions and community organizations in energy conservation, waste reduction, stormwater management and sustainable transportation.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Conservation Commission Director Jennifer Wright (center) with award recipients Susanna Black and Jim Barton at the 2010 Fresh Pond Stewardship Awards Ceremony.

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

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

In addition to administering the Conservation Commission, the Director serves on the Fresh Pond Advisory Board, the Open Space Committee, the ABC Stormwater Flooding Board, the Mystic River Watershed Municipal Committee and coordinates Open Space Community Preservation Act funds and the Community Gardens Program.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.

- Participated in the design and permitting of the Commonwealth's Accelerated Bridge Program.
- Served on the Fresh Pond Master Plan Advisory Board which works to develop comprehensive plans for the long-term management of water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.
- Coordinated and participated in the Fresh Pond Shared Use Public Engagement Process and submitted final recommendations to the City of Cambridge in June 2011.
- Coordinated and participated in the sixth annual Fresh Pond Stewardship Awards.
- Participated in the fourth annual Fresh Pond Day.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook.
- Represented the City of Cambridge on the ABC Stormwater Flooding Board, a committee that discusses ways to prevent flooding issues in the Alewife Brook Sub-Watershed.
- Administered the Cambridge Community Gardens program - establishing new gardens, upgrading existing gardens and distributing public information.
- Participated in the second annual Urban Agricultural Fair.
- Organized and participated in an urban gardening seminar at the Main Library.
- Coordinated appropriation and distribution of Community Preservation Act Open Space Funds that were used for several projects associated with the priorities of the Fresh Pond Master Plan and that addressed issues of erosion and sedimentation at the golf course.



City Sprouts Garden Plot at the Squirrel Brand Community Garden, Winter 2010/2011.

Consumers' Council

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

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

Highlights and Accomplishments

- The Council has been closely following the implementation of the Dodd-Frank Wall Street Reform and Consumer

Protection Act. Council staff had the opportunity to speak with Elizabeth Warren, Assistant to the President and Special Advisor to the Secretary of the Treasury on the Consumer Financial Protection Bureau, about local consumer initiatives and concerns.

- A major outreach focus for the Council continues to surround financial literacy education. Council staff presented eight public education forums and two roundtables for social service providers concerning various topics including financial scams; basics of banking; credit cards and credit reporting; and debt burdens and solutions.
- The Council partnered with the Federal Trade Commission, Office of Consumer Affairs and Business Regulation and the Cambridge branch of the United States Postal Service to provide free public document shredding for residents, in order to promote awareness about identity theft.

Election Commission

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

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

Highlights and Accomplishments

- Conducted the 2010 State Primary and General Elections in a professional, efficient and fair manner. Improved voter environment at individual polling places, particularly with regard to lighting, signage and accessibility.
- Successfully adhered to provisions of the Military and Overseas Voter Empowerment Act (MOVE) which applies to voters covered under the Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA) by accepting Federal Write-In Absentee Ballots and providing electronic transmission of absentee ballot applications and ballots, either electronically or by mail and allowing UOCAVA voters to track their ballots. Absentee ballots were sent to 283 overseas voters. Of those, 127 were sent ballots via email; 62 returned via email and 25 by fax. On Election Night, 110 were hand counted.
- Administered the processing of a referendum petition. Reviewed 15,535 signatures and certified 11,509 signatures within 5 days of filing, which represented 18.28% of the total registered voters as of the date filing was completed, while simultaneously preparing for the General Election.
- Processed 1,861 new voter registrations between July 1 and the 2010 fall elections. Conducted voter registration events, including Saturday sessions at the Galleria Mall, registration tables at the Hoops 'N' Health event, City Dance Party, National Night

Out, Annual Pride Day, Danehy Park Family Day, and at local universities (Harvard, Lesley, MIT) and several Cambridge locations (Central, Harvard and Porter Squares).

- Held biannual university voter registration sessions and developed student voter registration "Frequently Asked Questions and Answers" flier, which also includes information on the local election process.
- Developed the proposed 2011 Re-precincting Plan for the City of Cambridge in which ward and precinct boundary lines were re-drawn to reflect changes in the City's population and to anticipate the needs of the City's election system for the next decade based on 2010 Federal Census.



Election Night, November 2, 2010. (Photo by Bob Coe)

Electrical

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

The Electrical Department oversees street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings and parks. The department installs and repairs communications systems, including telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings and cabling for local area data networks for City buildings. The department also oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- In March, new LED street lighting was installed on Inman Street from Mass. Ave. to Broadway for a pilot study to review how well the streetlights perform as related to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perception of abutters.
- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about

malfunctions; continued re-lamping program, completing work in Neighborhoods 1 East Cambridge, 2 MIT Area; improved lighting at various locations.

- Extended the City Fiber Network to improve operability of the citywide public safety radio system and reduce the use of telephone lines from other sources.
- Installed holiday lighting on street trees and temporary trees; assisted with installation of lighted banners in Harvard and Central Squares and assisted with improvements to holiday lighting in Harvard, Kendall and Porter Squares. Assisted the Arts Council with the installation of the "Flocks" art project along Cambridge St.
- Working on design for lighting on Western Avenue in conjunction with future roadway reconstruction. Installed new lighting on Plympton, Linden, Holyoke and Dunster Streets in conjunction with roadway improvements in Harvard Square; relocated street lights along Concord Ave. and installed new conduits and wiring for streetlights on Seagrave Rd. during sewer and roadway improvements.
- Assisted with the installation of energy efficient lighting at eight buildings, four schools and four municipal buildings.

Emergency Communications

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

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC), located at the Robert W. Healy Public Safety Facility. The Center receives over 50,000 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 answers over 200,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hours City information. The department also coordinates the automation of dispatching, police information and fire information computer systems. The department is additionally responsible for oversight 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 assisted in tests of fire box alarms and circuits; made special notifications of supporting City, state and federal agencies; and handled over 2,500 towed vehicle reports.

Highlights and Accomplishments

- Projected to answer over 42,000 emergency calls and dispatch to over 118,000 police, fire and EMS incidents in the city.
- Continued to increase readiness for handling terrorist-

sponsored attacks occurring in or near the city, by leading or coordinating projects to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police, EMS and fire operations during disasters.

- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Completed the cutover to the new Computer Aided Dispatch (CAD), Police Records Management and Mobile data system.
- Acquired an Emergency Alerting system for use in sending citizens and City employees emergency notices.
- Received grants totaling over \$356,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 800 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Assisted the State 911 Commission and 911 Department in developing Operational, Training and Grant guidance standards and policies for 911 centers, especially in the areas of PBX 911 phone systems, emergency medical dispatch and the creation of regional 911 centers.

Finance

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

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

Administration

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

Revenue Collection/Treasury

Michele Kincaid, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the division processes approximately \$406 million in receipts and issues approximately 185,000 bills and notices. Our goal for the current year is to raise customer awareness of the City's schedule for mailing tax bills, property values, taxes, abatements and exemptions through distribution of three newsletters, notices on the City's website and City TV-8. The office also works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties, in order to protect the City's legal interests.

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

Payroll is primarily responsible for the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,800 IRS Form W-2s and 600 IRS Form 1099s.

Highlights and Accomplishments

- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three

separate newsletters explaining the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.

- The Other Post Employment Benefits (OPEB) Steering Committee continues to oversee the implementation of GASB 45, which in FY11 included overseeing and analyzing the results of the second OPEB actuarial study. The working group made recommendations to the City Manager to accept Chapter 279 of the Acts of 2008, which provides for the establishment of the OPEB liability trust fund. The Trust Fund is in an irrevocable trust and its assets can only be used to fund the OPEB liability. The Working Group also recommended providing initial funding to the OPEB liability trust fund through a \$2 million transfer from the Health Claims Trust account. Both recommendations were submitted to and approved by the City Council in December 2009.
- The Investment Oversight Committee developed an Investment Allocation Plan for Other Post Employment Benefits (OPEB) funds deposited into the Irrevocable Trust created in early 2010. The Committee has retained a professional investment advisor for assistance. During FY11, the OPEB Trust earned an average coupon rate of 2.5%.
- Continued to collaborate with the Information Technology Department, to expand our online credit card payment capabilities to include other City programs. The City's goal is to accept online payments (credit, debit cards and ACH) for Property Tax bills this fall.
- Continued to manage the City Scholarship program. During FY11, the Finance Department continues to collaborate with CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. The City awarded scholarships to 40 recipients this past spring.
- Issued \$46.2 million in General Obligation Bonds to finance such capital projects as the Sewer Reconstruction Projects, the CRLS Renovation Project, building renovations and the Radio System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.21%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 23rd consecutive year.



Recipients and City officials at the 2011 City Scholarship Awards Ceremony. (Photo by Bob Coe)

Fire

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



Protecting the city 24/7, day and night, winter and summer.
(Photo by David Wallis, CFD Training)

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

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

Highlights and Accomplishments

- There were 13,674 emergency incidents which generated 32,396 emergency responses. There were 85 building fires, 826 inside fires, 933 fires of all categories, 198 hazardous materials incidents and 6,226 emergency medical incidents. Major fires included 4 Second-Alarm Fires, 1 Third-Alarm Fire and 5 Working Fires. There were also 66 carbon monoxide contamination incidents during the fiscal year.
- Battled and controlled several major fires during the year. A few of the notable fires include a 2 story office building on Massachusetts Avenue (August); two 2 ½ story wood-frame residential buildings on Hubbard Avenue (August); a 3 story residential building on Adams Terrace (November); a 2 story wood-frame, residential duplex on Magazine Street (November); a 3 story wood-frame, residential on Elm Street South (February); a commercial building on Tyler Court (February); and wood-frame, residential fires on Coolidge Hill and Harvard Street (April), and Blanchard Road (May).
- Processed 11 new Firefighters to fill existing vacancies. Following five weeks of in-house training via the Cambridge Fire Department Training Division, these men and women spent an additional 12 weeks at the Massachusetts Firefighting Academy Recruit Training Program. Following graduation and national certification to Firefighter I/II level, these Firefighters have been assigned to fire suppression companies.

- The Insurance Services Office (ISO) through its Public Protection Program has continued to give the City of Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of the more than 37,000 fire departments in the United States, only 57 are currently classified as Class 1. Cambridge is the only department in Massachusetts to be rated Class 1.
- Ordered a new triple combination, 1,250 gallons per minute, 500 gallon water tank fire pump from Pierce Fire Apparatus. This pump will also have Class B foam capability and will replace the apparatus of Engine Company No. 4 in North Cambridge. Engine 4's current pump, a 1999 Pierce, will be designated as a spare pump.
- Placed in service a Ford F-350 van to replace the apparatus of Squad No. 2 in Lafayette Square. Squad No. 2 is a tactical paramedic unit, providing advanced emergency medical care as well as fire suppression, technical rescue, hazardous materials protection, and homeland defense to the community. The former Squad No. 2 apparatus has been designated as Squad 3 and will be used as a spare apparatus and can be placed in service for special events.
- Ongoing maintenance and repairs by the Public Construction crew have continued at all firehouses. Public Construction maintenance has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment as well as generate energy savings. Five of our eight fire houses were built to house horse-drawn apparatus.
- Participated in multi-agency mass decontamination drills in cooperation with both the Cambridge Health Alliance and the Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE mass inoculation drill at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was again set up and utilized during this drill.
- Continued the Fire Company Technical Rescue training. This training has included Trench Rescue, Rope Rescue and Structural Collapse Rescue at training sites throughout the metro Cambridge/Boston area.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. This operation continued for several days and saved the City the expense of hiring commercial divers.
- The Fireboat, Marine Unit No. 1, participated in "Operation Ready 2010," a multi-agency, multi-discipline exercise to prepare for a mass casualty aircraft incident in Boston Harbor.

FIRE DIVISION OVERVIEWS

Fire Suppression

The primary responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against hostile fires. This defense includes the protection of life, property

and the environment. In addition to fire defense, the 21st Century fire suppression duties include prevention of fires, provision for pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities.

Suppression members perform fire prevention and safety field inspections, and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are performed by suppression units. During winter weather, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

Fire Prevention Division

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

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



*Companies quickly removed occupants and extinguished this early morning fire at Western Ave. and Howard St.
(Photo by Daniel Turner, CFD Photo Unit)*



*Members participate in high-angle rescue training.
(Photo by Brian Gover)*

Training Division

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

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

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

EPAC (Emergency Preparedness and Coordination)

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

- Coordinates the inter-agency planning and response to hazardous material/terrorism incidents.



Dog rescued from frozen Charles River soon to be reunited with her owners. (Photo by Daniel Turner, CFD Photo Unit)

- Responsible for coordinating and updating the eCEMP; Electronic Comprehensive Emergency Management Plan for the City of Cambridge.
- Provides assistance for residents and businesses affected by fires, floods and other emergencies which may occur within the city.

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

Technical Services

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

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

Fire Investigation Unit

The Fire Investigation Unit investigates the cause and origin of all major fires in the city. The unit also investigates all fires of incendiary or suspicious origin; fires where the incident commander is unable to determine the cause; fires which originated due to illegal activity; and fires where injury to civilians or firefighters resulted.

GLBT Commission

John Gintell/Sarav Chidambaram, Co-Chairs • City Hall • GLBT@cambridgema.gov

Initially formed in 2004, the Gay, Lesbian, Bisexual and Transgender (GLBT) Commission began meeting in 2005 and was later enacted by City Ordinance on October 29, 2007. The mission of the GLBT Commission is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission also monitors policies and practices that have a positive effect on the health, welfare and safety of all persons who live, visit or work in the City of Cambridge with regard to sexual orientation and gender identity.

Highlights and Accomplishments

- Participated in numerous community outreach events, including Danehy Park Family Day, MayFair in Harvard Square and Cambridge River Festival, to distribute Census materials and GLBT Commission information.
- Continued to work with Cambridge Rindge and Latin High School's Project 10 East.
- Following the success of a program for Cambridge Police Department and with support from the City Manager's Office, set up the Fire Department to begin getting training by GOAL (Gay Officers Action League) for all employees. Also began offering this training for EMTs employed by Professional Ambulance, as well as members of the Harvard and MIT Police Departments.
- Partnered with the Mayor's Office in coordinating the City's 21st Annual Gay Pride Brunch on June 11. Awarded the first instance of the annual Bayard Rustin Award to the late Rev. Peter J. Gomes.
- Initiated getting a compensatory subsidy for City employees to make up for federal taxation of the value of insurance for same-sex married spouses. Started activities to have gender-neutral bathrooms in City facilities and other places that serve the public.
- The Mayor's Office budgeted for and at the end of this year hired an intern to start the GLBT Commission initiated project to assess the policies and practices with respect to GLBT issues in Housing and Medical Care facilities that serve Seniors.

Historical Commission

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

Established in 1963, the Cambridge Historical Commission (CHC) is the City's historic preservation agency, overseeing more than 3,000 buildings in two historic and four neighborhood conservation districts. The CHC also protects 33 local Landmarks and 40 properties under preservation restrictions. In FY11, the CHC reviewed over 400 applications for work at designated properties and approximately 30 applications to demolish buildings over 50 years old. A six-month demolition delay was imposed on several of the most significant structures.

The Commission's activities support its mission to preserve the diversity of Cambridge's built environment and to educate the public about the city's history. The staff consult regularly with property owners, developers and local groups to encourage preservation options and share technical advice on building issues and historic exterior paint colors. Community Preservation Act (CPA) funds have had an important impact on the Commission's preservation grant program: in FY11, grants to low- and moderate-income owners and affordable housing agencies helped preserve the historic character of six Cambridge residences; grants also assisted six non-profit organizations in the restoration of their significant structures. The CHC continued to oversee the maintenance of historic public areas such as Fort Washington and the Old Burying Ground, as well as City monuments and statues.

The CHC's public archive on the social and architectural history of Cambridge continues to grow. Over 350 researchers visited the repository in FY11; greater online accessibility to collection finding aids led to increased telephone and email inquiries. In FY11, staff presented 28 programs to almost 1,300 children and adults. In May 2011, 10 projects received CHC Preservation Awards at the 15th annual Preservation Recognition Program.

Highlights and Accomplishments

- Conducted design review and compliance of large projects in neighborhoods throughout Cambridge, including 195 Brattle Street, 25 Mount Auburn Street, 298 Harvard Street, 45 Foster Street and 32 Quincy Street (Fogg Art Museum). Reviewed major projects at three Cambridge Landmarks, the former North Prospect Congregational Church at 1797-2903 Massachusetts Avenue, St. James Episcopal Church at 1991 Massachusetts Avenue, and the William Dean Howells House at 41 Sacramento Street. Consulted on historic paint colors with over 40 private homeowners.
- Supported historic preservation projects with CPA funds, including: exterior restoration of six buildings for affordable housing (approx. \$210,000); and renovation of City-owned historic structures and landscapes, including repairs to Engines 1 (CPD HQ, 491 Broadway) and 6 (176 River Street) (\$250,000); planning for adaptive reuse of the former Cambridge Police Department HQ (5 Western Avenue, \$250,000); and waterproofing at Cambridge City Hall (795 Massachusetts Avenue, \$140,000). Provided CPA grants to support restoration of six significant buildings owned by non-profit organizations, including installation of a new roof at the Dance Complex (536 Massachusetts Avenue, \$30,000) and restoration of stained glass windows at Harvard Epworth United Methodist Church (1555 Massachusetts Avenue, \$50,000).



In July 2010, the Women's Center received an institutional preservation grant of \$43,550 from Community Preservation Act funds to restore and repair clapboards, gutters, roofing and windows. The Commission staff helped in the choice of a historic color scheme for the 1874 house. The Women's Center has occupied the building since 1972.



This Queen Anne house at 298 Harvard Street received a Preservation Award in recognition of a skillful exterior renovation that retained much of its original architectural detail. The project was reviewed by the Mid Cambridge Neighborhood Conservation Commission. The house was designed in 1888 by the renowned local architect John A. Hasty for William Wood, a lumber dealer in Kendall Square.

Historical Commission

Page 2 of Historical Commission

- Initiated a landmark designation study of 40 Norris Street, the former Ellis/North Cambridge Catholic school building.
- Interviewed current and former residents of Area IV for a new oral history project. Once highly industrialized, the neighborhood is now one of the most ethnically diverse in the city.
- Conducted training seminars for members of Cambridge Historical Commission and neighborhood conservation district commissions, including presentations on due process, conflict of interest, defensible decision making and architectural design review.
- Restored and rededicated the Charles Sumner statue in Harvard Square for his bicentennial celebration. Senator Sumner (1811-1874) was a fervent abolitionist, early Civil Rights advocate and close friend of Henry Wadsworth Longfellow.
- Improved accessibility to online historic resources by adding finding aids for archival collections and updating the website with staff reports of preservation activity.
- Participated in citywide programs. In collaboration with the Cambridge Historical Society, Longfellow House/ Washington Headquarters National Historic Site and Mount Auburn Cemetery, CHC staff offered an Open Archives Tour, which gave visitors a behind-the-scenes tour of the archive and introduced special collections. For Cambridgeport History Day, staff created a family scavenger hunt and led a neighborhood walking tour.
- Organized free walking tours and events for the 10th annual *Cambridge Discovery Days*, on August 7 and 14, 2010. The events, many focusing on women in Cambridge, attracted over 400 participants and included woman-themed tours of Mount Auburn Cemetery, the Longfellow House and the Loyalist ladies of Tory Row. A tour and dramatic presentation honored Cambridge author and activist Margaret Fuller.

Human Rights Commission

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

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

- Sponsored the annual Fair Housing Month Celebration in April. Over 60 Cambridge students from sixth through eighth grades participated in the annual poster and essay contest. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridge Savings, East Cambridge Savings Bank and several local businesses donated awards and prizes for the winners.

Highlights and Accomplishments

- Investigated over 25 claims of discrimination in Cambridge in FY11.
- Continued implementing mediation as a component of the Commission's enforcement mission.
- Continued an outreach program that includes a website, brochures in various translated versions and Public Service Announcements (PSAs) on local cable channels.
- Developed and facilitated presentations on discrimination issues for students of the Community Learning Center.
- Provided Commissioners and staff continuing education on emerging areas of discrimination and best practices in mitigating and addressing discriminatory events.
- Collaborated with Cambridge Rindge and Latin School students on their efforts to add a Muslim holiday to the school calendar.



2011 Fair Housing Awards Ceremony.

Human Services

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

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

DHSP services provided directly to the community include:

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

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

sive resource guide www.cambridgesomervilleresourceguide.org to enhance accessibility of services to residents.

Highlights and Accomplishments

- Served 39,112 meals and snacks in 24 sites throughout the city during the 2010 Summer Food Service Program serving meals in 5 parks and 19 summer camps.
- Provided two more Pilot Baby U parenting programs in Area IV and Riverside/Cambridgeport serving 50 low income families, helping them to enhance their parenting skills and connecting them to a variety of community services so that they can better promote their children's physical, emotional and educational development.
- Through the King Open Extended Day Program, provided over 120 children with a linked school day and afterschool experience that supports the developmental needs of each child and promotes learning and academic engagement.
- Fostered community by providing staff and programmatic support to numerous community celebrations, including Area IV Community Pride Day, Hoops 'N' Health, Community Gospel Celebration, Arts in the Park events and Danehy Park Family Day, among others.
- Across all of the department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, expanded communication to families about inclusion efforts and strengthened linkages with schools.
- In collaboration with the Police Department, conducted door-to-door outreach campaigns in six housing developments, reaching over 1,200 households with information and resources for families.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Provided outreach and programming to fathers through the Center for Families, with an eight week Nurturing Fathers program, a Dads' breakfast program, a Dads' support group and a Dads' corner in the bimonthly newsletter, increasing participation of Dads by 40%.

DIVISION OVERVIEWS AND ACCOMPLISHMENTS

Office of Workforce Development

The Office of Workforce Development is charged with expanding employment and training opportunities for Cambridge adult and youth residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary educational institutions. The office operates a number of programs to increase the employability of residents and manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. OWD coordinates local teen serving agencies to share resources and encourage collaboration and sponsors professional development opportunities for frontline staff.

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



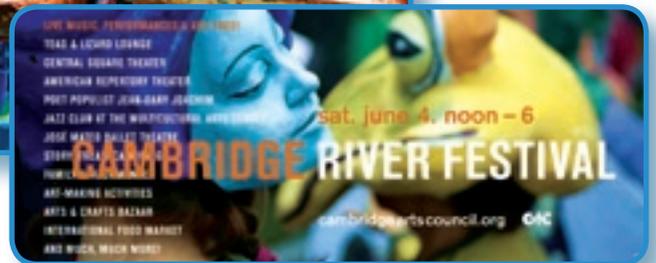
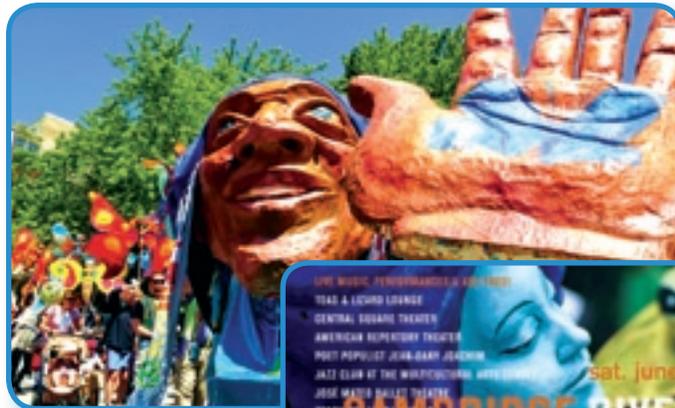
Children from the Fletcher Maynard Afterschool program in dramatic play.

SUMMER IN THE CITY

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



Photos courtesy of the Cambridge Arts Council.



CAMBRIDGE RIVER FESTIVAL

The 32nd *Cambridge River Festival* in June featured a significant focus on community involvement. This year, the Festival's Opening Ceremony served as a tribute and celebration honoring the late Dr. Hugh Morgan Hill, better known as Brother Blue.

Photos: three photos at left by Adam Gooder; poster at right designed by Rick Rawlins.





Photos: three photos at top by Nicolas Guevara; bottom photo by Frank Tadley.



DANCE PARTY & DANEHY PARK FAMILY DAY

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

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



Top right image by Linda Turner.

Human Services

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- Successfully implemented the 5th and 6th cycles of Cambridge Works, a transitional employment program for adults ages 18-35 with major barriers to employment, providing them with a temporary City job, intensive case management, soft skills development and job search assistance to help them find unsubsidized employment after program completion.
- For older teens, operated an internship program with Harvard University's clerical union and offered ongoing cycles of an intensive six-week career exploration program for teens to enhance employability and developed an Entrepreneurship summer program for teens to introduce them to the concepts of business development.
- Through the Mayor's Summer Youth Employment Program, served a record 900 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Working in collaboration with CRLS staff, created and delivered a pilot curriculum introducing 21st Century skills such as critical thinking, communication and leadership to several classes of CRLS freshman as part of development of broader 21st Century skills curriculum for CRLS freshmen.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City endeavors to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives, including overseeing local homelessness Continuum of Care, which brings to the City and non-profit agencies approximately \$2.5 million HUD 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.
- In an effort to improve access to services, the division promotes www.cambridgesomervilleresourceguide.org, the online Human Services Information and Referral Database.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of more than \$2.9 million dollars in federal, state and other grants that flow through the division to community agencies for youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities.

Multi-Service Center For The Homeless

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



Graduates of the Cambridge Works transitional Jobs Program celebrating successful completion of the program. (Photo by Bob Coe)

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

- Placed 470 individuals in temporary or permanent housing.
- Helped 500 individuals and 800 families maintain their housing.
- Assisted 120 families in locating new housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and implements programs to decrease youth access to alcohol.

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

Commission for Persons with Disabilities

The Commission for Persons with Disabilities addresses issues of concern to individuals with disabilities and promotes the full integration of people with disabilities into all aspects of Cambridge community life. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be a key focus of the Commission's interactions with 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 125 training sessions to City departments and local private sector businesses and organizations.

Human Services

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- Responded to over 1,500 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program and the Recycling Bin Carrier and Exemption programs.

The Kids' Council

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

- Through the Agenda for Children Literacy Initiative, over 1,300 families were reached through a language development campaign, reading parties, parent/child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, Cambridge has built a coordinated system of professional development and program quality improvement across all afterschool programs in the city.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 16 Youth Leaders participated on the Youth Involvement Subcommittee.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including afterschool enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community



Children and families at the Grand Prix Derby from the Cambridgeport Community School.



Children and families engaging with Jenny the Juggler through the Center for Families

Schools run programs such as *Arts in the Park*, cultural and social family events, including children's performances in music, dance and theater. The Community Schools have enhanced their focus on science and on the environment through partnerships with the Science Club for Girls and Greenfox Schools. Staff has participated fully in the department's effort to enhance programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,600 classes were offered for children and adults along with numerous family and senior trips.
- Sponsored 41 community building events and over 65 events for families in various neighborhoods of the city.
- Offered 133 *Arts in the Park* events and three performances in conjunction with the Cambridge Arts Council.
- Served over 800 children through summer camps and collaborated with the School Department to incorporate summer academics in several camps and provided extended day for summer school sites.

Recreation

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

- Successfully managed the 25th Annual *CityRun* and *CityWalk* road race, which attracted over 1,500 participants and raised \$22,000 in corporate and individual donations. *CityRun* was named one of the top 100 road races in New England by New England Runner Magazine.

Human Services

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- Sponsored 154 youth and 86 adult recreation and swimming classes.
- Staffed City Sports Commission to enhance coordination and access to sports for all youth and provided coaches training to coaches in several youth leagues.
- Promoted *Screen on the Green* outdoor family movies and family arts performances in different neighborhoods of the city.
- In conjunction with the City's Youth Centers, provided a school year, middle school travel basketball league and summer basketball leagues for children, pre-teens and teens.

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

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

- Over 40,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 45 youth this year.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.

Council on Aging

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



Volunteers at the Cambridge Citywide Senior Center folding copies of the monthly Council on Aging newsletter, *Newslines*.
(Photo by Elena Paolini)



Peabody pre-school children learning about butterflies before releasing them.

also operates a Senior Shuttle 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 Senior Centers meet the needs of Cambridge's seniors, Advisory Committees meet regularly with staff and provide input.

- Provided over 3,700 information and referral services to seniors, including playing a major role in sponsoring information sessions and assisting seniors with health insurance related issues.
- Coordinated services such as meals, transportation, counseling and referral to homemaker and other home based services, as well as numerous other social, advocacy, recreational and support services for more than 500 seniors.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 10,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 27,000 individual meals were served last year.

Childcare and Family Support Services

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



Children from the Morse afterschool program in front of an eagle nest they built after watching eagles hatch online.

accreditation with the National Association for the Education of Young Children.

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

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

- Provided quality preschool and afterschool care to over 255 children daily, with 50% of children receiving financial aid through the City or State.
- Provided over 500 families with children birth to age 6 with a wide variety of programming, including 12 different weekly playgroups, newly revised fathers and mothers groups, 10 community-building events such as family dances, field trips, etc.
- Co-sponsored with other partners, citywide events such as Family Literacy Fun Day at City Hall and the new Social and Emotional Development Training for providers.
- Received Universal Pre-Kindergarten Grant funding from the state to support quality initiatives and professional development for preschool staff.

Community Learning Center

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

All students receive educational counseling. In addition to classes, individual tutoring with trained volunteers is available. Students can also learn basic computer operations and practice their language and math skills on a computer. The CLC is a partner in the Community

Engagement Team, which provides outreach and education of English Language Learners and minority communities so that parents, caregivers and young children are engaged in learning opportunities.

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

- Provided adult basic education classes to more than 1,000 adults.
- Collaborated with the Agenda for Children Literacy Initiative to provide family literacy education in conjunction with the Pathways to Family Success Program.
- Provided ESOL classes at Mt. Auburn Hospital and initiated a collaborative workplace education program with Cambridge Health Alliance and Spaulding Hospital Cambridge.
- Provided job readiness, financial literacy, family literacy and health education to students.

Youth Programs

The Cambridge Youth Program offers diverse high quality programs that promote leadership and youth development through enrichment activities, unique experiences and opportunities to develop relationships with adults and peers. The programs enable youth to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life. Programs are offered through five fully equipped youth centers located in different neighborhoods of the city. A diverse and multi-talented staff is available to provide direct service and mentorship to more than 1,000 youth. In the afternoons, the centers run pre-teen programs licensed through the Department of Early Care



Students in an English for Speakers of Other Language Class at Spaulding Hospital Cambridge as part of workplace education partnership with Community Learning Center and Cambridge Health Alliance.

(Photo by Deborah Lerne Goodman)

Human Services

Page 6 of Human Services

and Education. The Youth Program also operates two Middle School Partnership Programs, one in conjunction with the Peabody School and one in conjunction with the King Open School designed to attract, support and challenge middle school youth.

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

- Continued "Youth Tech" a STEM (science, technology, engineering, mathematics) internship program for teens in several youth centers with a grant from Microsoft. Teens were trained in Web design, Video and Audio Production and Graphic Design by professionals and created real-world projects that were presented to the community.
- Strengthened the collaboration with the Police Department through biweekly meetings to conference about individual youth with the Cambridge Health Alliance and partnered with Police to have officers participate daily in summer programs and in co-sponsorship of a basketball league for older teens in No. Cambridge.

- Through the Agenda for Children Out of School Time Initiative, pre-teen and middle school programs participated in intensive efforts to improve program quality, working with both internal and external coaches.



Cambridge Youth Programs' Audio Production Intern, Roshlen Pierre Louis, tries out the Microsoft Kinect after learning more about STEM careers at Microsoft's Career Fair for teens.

Information Technology

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

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS).

The department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS systems.

Overall, ITD serves as technical consultants to all City departments and provides desktop, network and systems management services. IT strives to innovate with new technology such as VoIP and Wifi.

Highlights and Accomplishments

- Launched New City, Library and DPW websites.
- Launched new City Webcast pages with upgraded player functionality, providing cross-platform support and smart phone compatibility.
- Created a Web application allowing for online reporting of potholes.
- Enhanced online permitting to allow for online payment of DPW permits.
- Implemented Wifi service at all Youth Centers and the parks associated with them.
- Completed the design and implemented the network and Wifi service at the new CRLS.
- Improved Web-enabled interactive GIS tool, Cambridge CityViewer, for City staff and for use on the Internet. Added more data connections and updated all of the basemap information with the new April 2010 base map layers and aerial photography. Added new viewers for both staff and public use.
- Assisted in the redistricting of the Wards and Precincts for the Election Commission from new data obtained by the U.S. Census 2010 data.
- Created a series of maps for the School Department administration showing the distribution of students by their residence. These maps aid the staff and School Committee in future planning decisions on schools.
- Enhanced permits for the Department of Public Works, Traffic and License Commission.
- Implemented online Registration and Payment System (Rec Trac) for the Youth Centers.

Inspectional Services

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

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

Highlights and Accomplishments

- Continued to inspect approximately 1,000 dumpsters in the city and enforce the Dumpster Ordinance before issuing a new or renewed license.
- Provided all food serving establishments in the city with literature and posters to alert them to the new Allergy Awareness Regulation and hosted training for individuals to obtain the required certificate.

- Performed over 1,500 multi-family inspections to ensure safety and compliance with Massachusetts Building Code.
- Continued a proactive effort to monitor areas of the city for rodent infestation and educate property owners on prevention measures.
- Created a program to calculate and record permit fees along with computerizing the associated financial reporting forms, which has enhanced customer service and streamlined cash receipts through electronic depositing of checks.
- Continued quarterly meetings with the Cambridge Health Alliance to address ongoing health concerns.
- The Stretch Code has been strictly enforced by the building inspectors
- Initiated the process to develop an online permitting system, in conjunction with the IT Department, that will allow contractors to apply for various permits via the Web.

Law Department

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

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

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

Highlights and Accomplishments

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

training to boards and commissions as to their responsibilities, and on laws pertaining to ethics and conflicts of interest.

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

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

"I am proud to be a resident of Cambridge and a user of the CPL. I've never felt more welcome and more well-served in a public institution than I feel when I visit."

Beth Carroll-Horrocks



For the first time in history, the Main Library checked out more than 1,000,000 items in a single year. Such astonishing numbers demonstrate the community's enthusiasm for its new Main Library and affirms Cambridge's recent designation as America's "most well-read city."

CPL by the Numbers in FY11

- Checked out 1,397,593 items, a 29% increase;
- Added 48,046 new books, compact discs, DVD's and other materials to the collection, a 14% increase;
- Registered 10,695 new cardholders, for a total of 58,399 cardholders;
- Processed 226,379 incoming and 101,457 outgoing reserves;
- Offered 177,016 computer sessions, a 52% increase;
- Answered 237,242 questions, a 30% increase;
- Provided access for 456,688 online database searches for in-house and remote users, a 73% increase;
- Delivered 11,560 books to seniors at home, in senior housing, nursing homes and assisted living facilities, a 29% increase;
- Accommodated 72,718 individuals at Library programs, a 23% increase;
- Hosted 598 community sponsored events in Library buildings;
- Attracted 2,440,765 page views on our website, a 183% increase.

Highlights and Accomplishments

It was a record breaking year for the Cambridge Public Library with double digit increases in every service category. These staggering numbers were achieved with five branch libraries open four days a week and the Central Square Branch closed for most of the year. In times of economic stress, public libraries become critical resources for job hunting and career exploration, literacy development for adults and children, homework support, information about important political, economic and social issues, utilizing new information technologies, as well as recreational reading.

Cambridge was honored with four public relations awards from the Massachusetts Library Association: first place for our newsletter, *On and Off Broadway*, and the Friends' book *Cambridge Voices* and honorable mention for the Library's website and Teen Room blog.

The Library's exciting new website became the catalyst for delivering services and information via social networking outlets. The Teen Room, the Cambridge Room, the Friends of the Library, and CambridgeREADS all host subject related blogs. The Children's Room gerbils, Blanche and Tallulah, are leading children's services into the 21st century with their own Facebook page. The girls keep patrons up to date on happenings in the Children's Room and even have their own book awards. The Library also offers program alerts and updates via Twitter. These networking sites have attracted over 30,000 page views.

Electronic services were expanded to include streaming classical and jazz music (over 590,000 tracks) through the Naxos database. Electronic and audio books were made available through Overdrive and Net Library.

As part of the 13th annual Cambridge Tree Project Poetry Awards, over 1,200 poems, a historic high, were submitted and 61 students, grades K-8, received prizes at a ceremony at the Main Library.

"Thank you for everything you do each and every day to encourage, help and support our community."

Nancy DiLando

Main Library

In its first full year of operation, the Main Library exceeded very high expectations and became the true "civic heart" of the community. It continues to attract an array of residents (averaging nearly 2,000 per day) representing a broad demographic of users. For the first time in its history, the Main Library circulated over 1,000,000 items in a fiscal year.

The Main Library was honored with the 2010 Harleston Parker Award, which is presented by the Boston Society of Architects to "...such architects as shall have, in the opinion of the Boston Society of Architects... completed the ...most beautiful piece of architecture, building, monument or structure within the limits

of the City of Boston or the Metropolitan Parks District." Thus far, the Main Library has received 12 architectural awards.

Houghton Mifflin Harcourt made a significant contribution to the Teen Room in honor of renowned Cambridge author Lois Lowry, a two-time winner of the prestigious Newbury Medal. A commemorative plaque was unveiled at a reception held in the Teen Room.

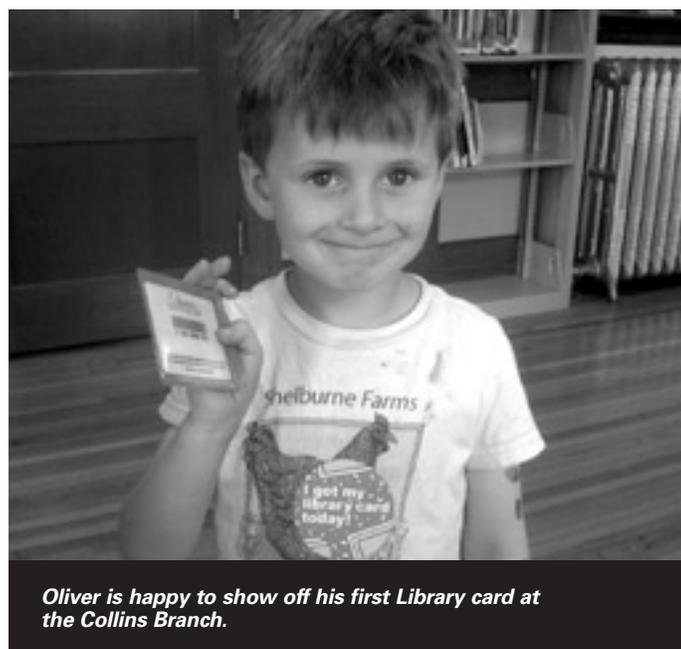
To fulfill the community's desire for an active Cambridge history collection, the Library hired a full-time archivist for its historical materials. With funding from a Community Preservation Act grant, contents of the *Cambridge Chronicle* (1846-1922), the *Cambridge Tribune* (1887-1922), the *Cambridge Sentinel* (1903-1912) and the *Cambridge Press* (1887-1889) were digitized. Three exhibits, Almira L. Hayward (1838-1894): Librarian and Poet Extraordinaire; A Samurai in Cambridge; and The Printed Word: Three Books of Influence from Colonial Cambridge, were created to promote use of the Cambridge Room resources.

Special events for children included appearances by noted authors and illustrators, including Caldecott Medal winner Kevin Henkes and Newbury Medal winner Avi, a Dr. Seuss Read-a-Thon and a presentation by Roger Sutton and Martha V. Parravano authors of *A Family of Readers: The Book Lover's Guide to Children's and Young Adult Literature*.

The Teen Room hosted a retreat for the CRLS STARS program, organized a SAT Quiz Bowl, and presented noted authors Francesca Lia Block and Holly Goldberg Sloan. It was also the Greater Boston stop on the Diversity in YA Fiction Tour; authors included Holly Black, Sarah Rees Brennan, Deva Fagan, Malinda Lo, Cindy Pon and Francisco X. Stork.

Literacy Initiatives

Children in transitional housing received more than 480 books thanks to a holiday collection organized by the Library. Over 1,000 "Welcome Baby" packages from the Agenda for Children were delivered to parents of newborns and nearly 400 story bags were delivered to family child care providers. The Main Library



Oliver is happy to show off his first Library card at the Collins Branch.



Cambridge Public Library received the 2010 Harleston Parker Medal for the "Single Most Beautiful Building" built in the metropolitan Boston area in the past 10 years, from the Boston Society of Architects. Pictured: Deputy City Manager Richard C. Rossi, City Manager Robert W. Healy, Mayor David Maher, Director of Libraries Susan Flannery, Pamela Hawkes (Ann Beha Architects) and Clifford Gayley (William Rawn Associates, Architects).



Residents practice speaking English at the O'Connell Branch.

Children's Room introduced a book discussion group for young students learning English.

On average, 145 adult literacy tutoring sessions are offered monthly. Fifteen English conversation groups were held weekly and served over 10,000 individuals. Introductory computer classes were offered throughout the year.

Boudreau Branch

- Programs increased 7% to 169 and attracted over 3,200 attendees. Public computer use increased 3% to 1,993 sessions.

Collins Branch

- The Cambridge Historical Commission recognized the recent renovation of the branch with a Certificate of Preservation Merit.

Circulation has increased 9% since the branch reopened.

Central Square Branch

- The Central Square Branch was closed for most of the year undergoing mechanical and cosmetic improvements. The heating and cooling systems were replaced; the first floor bathrooms were gutted and refurbished; built-in wall units designed for 33 RPM LPs were replaced with shelving for current formats; the Literacy Center was expanded; and the interior was repainted.

O'Connell Branch

- Over 8,300 residents attended the 368 programs offered and almost 5,400 used the public access computers.

O'Neill Branch

- For the third year in a row, branch circulation exceeded 100,000 making O'Neill the highest circulating branch in FY11. Over 6,700 residents used the public access computers and almost 5,000 attended programs.

Valente Branch

- Special programming included the Manuel Rogers, Sr. celebration featuring Cape Verdean storyteller Len Cabral and Brazilian jazz and samba musician Fernando Holz as well as an appearance by renowned Portuguese children's author Alice Vieira, who read her stories and spoke to students about her life as a journalist. A Portuguese language

story time for children was also initiated. Library programs increased 58% to 341 and attracted 6,300 attendees.



Born babies visit the Valente Branch.

License Commission

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

The Cambridge License Commission, comprised of a civilian Chair, the Fire Chief and the Police Commissioner, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants, package stores, hotels, entertainment, taxicabs and drivers, parking lots, garages, peddlers, lodging houses and other individuals and establishments in the city as well as the Pole and Conduit applications and Noise Ordinance enforcement.

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

Highlights and Accomplishments

- The License Commission relaunched its website, which includes a new section for taxicab related resources for both the general public and medallion owners. In addition, most license applications and licensee complaint forms can now be downloaded directly from the Commission's website.
- The License Commission conducted a customer satisfaction survey for the Cambridge taxicab industry in an attempt to determine why consumers do or do not choose to use Cambridge taxicabs. The License Commission received 350 completed surveys with 237 of these surveys containing suggestions on how to improve the industry from the consumer's perspective.

- Commission staff worked expeditiously to complete the first renewal of licenses using the new CRS system.



Evans Auguste of UTS Taxi, Cambridge Taxi Driver of the Year 2011, with Cambridge Office for Tourism Director Robyn Culbertson who nominated him for the pride he took in his work and the pleasant and positive attitude he had toward his job and the taxi industry.

Mayor's Office

David P. Maher, Mayor • City Hall • 617.349.4321

David P. Maher has served as Mayor of Cambridge for the 2010-2011 term of the City Council.

PURPOSE & OVERVIEW: The City Council elects one of their members to serve as Mayor at the beginning of each term. The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

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

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

ADMINISTRATION: The Mayor's Office is an important hub of governmental leadership in Cambridge. The Mayor, Vice-Mayor and the City Councillors work together to serve various interests of the City. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

GOVERNMENTAL RELATIONS: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards with the goal of ensuring his active engagement in and awareness of current issues and trends facing municipalities. The Mayor is involved



Read Across America Day at the Haggerty School.

with the National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

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

CEREMONIAL FUNCTIONS: The Mayor's Office hosts a variety of ceremonial and public events. The two largest events are for our Cambridge seniors -- one in conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Each occasion celebrates Cambridge's diversity and the rich heritage of the city's many groups.



MIT Senior Luncheon.



CRLS National Honor Society Students volunteering at Annual Senior Citizen's Luncheon.

Peace Commission

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

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

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

Highlights and Accomplishments

Addressing violence and promoting peace among Cambridge youth by:

- Working with the District-Wide Conflict Mediator, LGBT Family Liaison and the CRLS Diversity Coordinator at the Cambridge Public Schools to develop programs and activities, provide training and support to student mediators and staff, and promote alternative models of conflict resolution.
- Working with Youth Underground, the youth acting ensemble of CRLS students at the Central Square Theater, to support and promote their performance of *You Can Tell at Lunch* - a play that uses the words of CRLS students to explore the challenges faced by young people in Cambridge as they deal with perceptions of difference and conflict in their own lives.
- Participating as a member organization of the UMass Boston Youth Violence Task Force, working with staff and youth from community groups, the Mass. Dept. of Youth Services, churches and schools to identify issues of youth violence and develop collaborative solutions.

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

- Supporting and working with Area IV for Peace, a neighborhood coalition working to create safety in Area IV, while fostering community and opportunities for neighbors to know each other and creating a visible presence for peace and preventing violence in that community.
- Continuing to provide training and support through the Peace@Home Workshop, an innovative effort where men take a stand on domestic violence in their communities, connecting it to issues of health and wellness.
- Participating in the Domestic Violence Free Zone (DVFZ) Steering Committee for the City of Cambridge, providing strategic expertise, planning and support to produce systemic changes in City policy, guide the projects of the DVFZ and organize the City's annual Domestic Violence Awareness Month activities.

Fostering peace through building connections and community by:

- Holding the Cambridge Peace and Justice Awards Dinner, presenting awards to five individuals and a group of first-grade students reflecting the depth and breadth of work for peace and justice in Cambridge.

- Organizing the City's annual Martin Luther King Day Commemoration and the 22nd annual Cambridge Citywide Holocaust Commemoration, working with schools, communities of faith and City departments to create inclusive and moving ceremonies with music, remembrances and reflections.
- Organizing and facilitating the Cambridge Directors Roundtable, which brings together representatives of City agencies, nonprofit organizations and community groups six times a year for collaboration, discussion, networking and community building.

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

- Collaborating with the Cambridge Public Library on a series of readings and community forums by authors of books on war and peace, including Richard Rubenstein, author of *Reasons to Kill: Why Americans Choose War*, and former City Councilor David Wylie, author of *City, Save Thyself! Nuclear Terror and the Urban Ballot*.
- Working with the Cambridge-Tsukuba Sister City Project to generate local support for the people of our Japanese Sister City in the wake of the devastating earthquake, tsunami and nuclear disaster in that nation.
- Participating in the 25th Anniversary Delegation to Cambridge's Sister City of San José Las Flores, El Salvador.
- Serving as a coordinator of the Haiti Action Network, composed of more than 100 congregations, organizations, campus groups and municipal agencies united to support Haiti and Haitian Americans in their efforts to rebuild that nation in the wake of the devastating earthquake and cholera epidemic of 2010.
- Coordinating the Cambridge-Haiti Sister City Committee, which leads the City's efforts to establish a Sister City in Haiti.



Fletcher Maynard Academy Classroom 108 receives a Cambridge Peace and Justice Award from Mayor David P. Maher and Peace Commission Director Brian Corr.
(Photo: Ellen Shub, www.ellenshub.com)

Personnel

Sheila Keady Rawson, Acting Director • City Hall • 617.349.4332

The Personnel Department is responsible for a variety of functions in support of the City's employees and retirees, including assisting other City departments with recruitment and selection, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee orientation, training and professional development.

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

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

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll and tracking benefits subscriptions, as well as time off earned and used. The department also provides

assistance in writing job descriptions, posting job vacancies and coordinating external recruitment campaigns. The department serves as a resource in areas of management, staff and organizational development, and offers tuition reimbursement and both voluntary and mandatory training and development programs to employees on a variety of topics.

Highlights and Accomplishments

- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2011 entry level Police Officer Exam. This resulted in a highly successful campaign where 52% of those applications were from people of color and 29% were from women, all Cambridge residents.
- Coordinated recruitment campaigns to fill a variety of positions across several departments, including the Department of Human Services, Community Development, Cambridge Public Library, Public Works and Information Technology.
- Continued to expand our recruitment sources to include additional online career sites, targeted professional networks and higher education employment web centers, resulting in significant savings to the City.
- Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in a cost savings to the City.
- Implemented several provisions of national health care reform, including raising the dependent child coverage age to 26 and providing certain preventative services at no cost to the member.
- Coordinated over 150 training events which were attended by more than 700 employees. Workshops were held on a variety of topics, including refining presentation skills, caring for elderly relatives and recognizing substance abuse.
- Deepened citywide computer application proficiency by offering 55 different computer classes, providing a learning incentive with proficiency testing, customizing individual employee and department-wide learning plans and by individual tutoring.
- Enhanced employee proficiency testing process by refreshing the typing test and integrating it within proficiency testing process for a total of eight proficiency assessments with a success rate of over 75%.
- Concluded negotiations for collective bargaining agreements with Teamsters Local 25, IWWA AFSCME Traffic Supervisors, and Police Patrol and Superior Officer units, thus providing for wage stability through Fiscal 2012, consistent with the City's financial condition, and implementing new health insurance contribution levels for newly hired non union employees and employees covered by certain collective bargaining agreements.
- Developed a plan to mitigate the extra tax burden on City employees who cover a same sex spouse on health insurance by making payments to affected employees to compensate them for the extra federal tax.



Police Commissioner Robert C. Haas addresses attendees during an Informational Open House at Robert W. Healy Public Safety facility prior to the 2011 entry level Police Officer exam.

Police

Robert C. Haas, Police Commissioner • 125 Sixth St., 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 to community policing philosophy 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, neighborhoods and police in the formulation of policy, policing strategies and continued implementation of community oriented policing to combat crime and undesirable elements associated with crime.



A future Cambridge Police Officer enjoys a seat with a view on a CPD motorcycle during an open house at the Robert W. Healy Public Safety Facility.

Office of the Commissioner

The Office of the Commissioner manages the overall operation of the Cambridge Police Department and plans for the future. Investigation of citizen complaints about police conduct and staff investigations remain the primary responsibilities of the **Professional Standards Unit**. The unit audits procedures to test the quality of service we provide. In order to do so, the Cambridge Police Department is asking citizens to participate in our Quality of Service Community Surveys. Citizen responses will help CPD as we work to provide the highest quality of police service possible.

These surveys, aimed at gauging public perceptions about crime, community initiatives and interactions with Cambridge Police Officers and the department as a whole, only take a few minutes to complete and can be found on the left side of the Cambridge Police Department website at www.cambridgepolice.org. Paper surveys are also available in the public libraries across the City of Cambridge.

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

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

The **Planning, Budget and Personnel Office** is primarily responsible for maintaining sound hiring practices, budget preparation, setting strategy and reinforcing our system of accountability. We continue to work on our vision plan to ultimately improve the quality of service to citizens, position the department to obtain long-term goals identified by various stakeholders and improve the quality of life for the citizenry of Cambridge.

Highlights and Accomplishments

- The 9th Annual Cambridge Police Awards Ceremony was held at M.I.T. Kresge Auditorium. Detective Daniel McNeill was named 2010 "Detective of the Year" and joined the ceremony via Skype from his deployment in Afghanistan.



Detective Daniel McNeill, joining the ceremony via Skype from Afghanistan, as his wife and children accept the award on his behalf from Commissioner Haas and Carl Barron.

- The following Lieutenants were promoted to the rank of Deputy Superintendent: Stephen A. Ahern, Steven J. DeMarco and Joseph L. Wilson, III.
- The following Sergeants were promoted to the rank of Lieutenant: Pauline M. Carter-Wells, James A. DeFrancesco, John P. Normile and George J. Sabbey.
- The following officers were promoted to the rank of Sergeant: Thomas J. Glynn, Susan M. Kale, Kelly A. King and Robert N. Lowe.
- Two Deputy Superintendents retired: Deputy Superintendent Lester Sullivan with 38 years of service and Deputy Superintendent Michael Walsh with 36 years of service.
- In calendar year 2010, CPD responded to 111,864 calls for service. Of those calls for service, 3,614 were Part 1 index crimes which were reported to the FBI. This is the second lowest crime total Cambridge has reported in over 50 years. There were no murders reported in 2010.

DIVISION OVERVIEW

Operations Division

As the department's primary and most visible staff resource, this division is responsible for the suppression and prevention of crime, 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 Patrol, Night Patrol, Selective Enforcement and Community Relations.

The **Traffic Enforcement Unit** performs specific assignments relating to truck restrictions, traffic, pedestrian and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the **Community Relations Unit** is to elicit the community's participation in identifying problems and solutions. The department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the department in improving practices that relate to community policing, by conveying information to the community and by transmitting concerns from citizens to the department. Neighborhood Sergeant Meetings were conducted throughout the year to address specific community concerns as they arose. The **Bicycle Patrol Unit** patrols various areas of the city and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes.

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

- CPD, in collaboration with the Department of Human Services, Cambridge Housing Authority and other community groups, coordinated an initiative to foster community and re-energize neighborhood vitality through community outreach. This initiative included a "Door-to-Door" outreach campaign where members of the Cambridge Police Department Community Relations and Youth and Family Services units joined personnel from the Department of Human Service Programs to knock on doors and share information with over 1,200 households. Those who were not home received door hangers full of information, resources and important telephone numbers.
- The Citizen Observer is a system of delivering community information that allows citizens to sign up online to receive alerts and important information from CPD. To sign up to receive alerts relevant to your neighborhood, visit www.CitizenObserver.com. Residents are also encouraged to send anonymous crime tips via text message to Cambridge Police. To do so, text a message to Tip411 (847411). Begin your message with Tip650 and then type your message. You will receive a response from the Cambridge Police with the option to continue communicating. Please remember that this is not a replacement for 911. If you witness an emergency situation, please call 911 immediately.
- CPD is actively engaging with members of the community through our Neighborhood Sergeants program. In order to have a more diverse group within the Police Department participating with the

outreach activities in the neighborhoods, a system of geographic responsibility was established in 1997. The officers involved are assigned to each of the 13 neighborhoods (Neighborhood Sergeants) and each of the five sectors (Sector Lieutenants). These supervisors are primarily responsible for much of the outreach and problem-solving activities in their neighborhood or sector and will hold community meetings where residents can ask questions and get updates on crime and disorder issues in their neighborhood and the city at large.

- Officers participated with youth in the community through the various youth centers across the city, late night basketball programs, and the annual Youth Police Academy held during the summer. This program is a 6-week, 100-hour instructional program designed to expose participating youth to the various duties associated with the law enforcement profession through hands-on experience.



Youth Police Academy participants investigate a mock crime scene at the Police Department.

Support Services Division

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Narcotics Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the department. The Administration Section processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and identification. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted once a year along with other specialized training that continues throughout the year.

The Major Crimes Unit includes all investigative functions of the department. Detectives investigate all serious crimes committed within the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigations Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Youth and Family Services Unit is comprised of School Resource Officers (SRO) who are assigned to each public school to provide daily contact for students, staff and parents as well as each youth center in the city. In addition, SROs provide

crime prevention programs to students and act as a liaison with the department on safety issues. In addition, there are two juvenile detectives assigned to the unit for investigation of crimes committed by youth. The Technical Services/Crime Analysis Unit carefully reviews all information including crime reports, calls for service, arrest reports and notices from other agencies received by the department, looking for crime phenomena such as series, sprees, hot spots and trends. Once such a problem is identified, the unit disseminates this information to the rest of the department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The unit is also responsible for maintaining the department's computer systems, infrastructure and radio system.

CPD relies heavily on the Technical Services/Crime Analysis Unit to predict and direct police resources. One major focus area is the analysis of data for high accident locations. This information has been used to deploy resources for directed enforcement at high accident locations. The intent is to change motorist behavior and reduce motor vehicle accidents.

- Cambridge Police introduced the BridgeStat program. BridgeStat is a multi-layered, dynamic, intelligence-based approach to crime reduction, quality of life improvement, and personnel and resource management based on four distinct principles – accurate and timely intelligence, effective tactics, rapid deployment, and relentless follow-up and assessment. At the core of our approach is a philosophy that fosters teamwork and creative problem solving. Police personnel hold biweekly meetings to devise strategies and tactics to solve problems, reduce crime and ultimately improve quality of life in our community.

Through BridgeStat, the Cambridge Police Department produces a monthly public report to the community on current police priorities in terms of crime, traffic, community concerns and disorder issues in the city. This is made available on the Cambridge Police Department's website at www.CambridgePolice.org/BridgeStat on the first Friday of each month.

Beginning iterations of BridgeStat included information relating to historical trends, a breakdown of crimes by type, strategies CPD is deploying to deal with crime patterns that have been identified, and tips for how citizens can protect themselves and help reduce crime in Cambridge. Recent versions have included more advanced predictive analysis, with detailed information about future patterns police expect to see, as well as steps police and citizens can take to prevent these possible scenarios from emerging.

- The 3,614 serious crimes recorded in Cambridge in 2010 represent the second lowest total of index crimes reported to the FBI since the 1960s. There were only 44 more recorded crimes in 2010 than the record low in 2009. Violent crime is down 3% in 2010 after dropping 7% in 2009 and has decreased by nearly 20% since 2000. For the fourth time in 50 years, there were no murders recorded in Cambridge in 2010. Additional information can be found in the 2010 Annual Crime Report on the CPD website, www.cambridgepolice.org.

Police Review & Advisory Board

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

The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. The Board consists of five civilians who are representative the City's racial, social and economic composition. PRAB conducts and reviews prompt, impartial and fair investigations of complaints against police officers, in addition to complaints by departmental employees against the Police Department. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

Highlights and Accomplishments

- Provided training for Board members of best practices in civilian oversight and outreach from experts from Northeastern University and the National Lawyers Guild.

- Participated in training with the Police Department on incorporating restorative justice practices into police procedures as an alternative to arrest and punishment of youth involved.
- Continued an information sharing and case review process with the Police Department's Professional Standards Unit, as well as reviewing and monitoring investigations of complaints filed directly with the PSU.
- Began a mediation initiative to handle complaints that citizens would prefer to resolve by talking to an officer face-to-face rather than seeking an investigation and possible disciplinary action against the officer.
- Joined the Professional Mentoring Program of the National Association for Civilian Oversight of Law Enforcement, providing support and professional development to staff through formal mentoring relationships.

Public Health

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

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

Highlights and Accomplishments

Departmental Activities

- At a ceremony with national health officials, Cambridge signed on to First Lady Michelle Obama's campaign to reduce childhood obesity.
- The department and City partners established a Food and Fitness Policy Council for a one-year period. The Council developed recommendations for making healthier foods and physical activity opportunities accessible to more residents.
- *Cut It Out Cambridge*, a domestic violence prevention initiative at CPHD, earned a "Bright Idea" designation from Harvard University's Kennedy School of Government.

Community Health

- Provided oral health education to 2,987 children (pre-K-4) in 14 elementary schools, of whom 2,655 received a dental screening. About 16% of the children screened were referred for treatment, of whom 2% required urgent care. In addition, 540 preschoolers received dental screenings, of whom 22% were referred for treatment.
- Organized events for Domestic Violence Awareness Month; trained over 300 Cambridge Health Alliance medical staff on the role of technology in perpetrating domestic violence; and organized workshops for teen girls on healthy dating.
- The Men's Health League successfully completed a three-year demonstration grant from the federal Office of Minority Health



The late Henry A. Lewis III, pictured here leading the Cambridge Bow Tie Bike Ride last October, was a beloved member of the Health Department and an exceptional advocate for men's health. (Photo by Ariel Botta)

in which 363 men participated in programs aimed at reducing cardiovascular disease and diabetes, and improving access to care. MHL receives funding from the state health department and the Communities IMPACT Diabetes Center of the Mount Sinai School of Medicine.

- The Agenda for Children Literacy Initiative led 35 workshops for 408 participants; visited 635 new mothers; participated in 17 community events; trained 47 early education and care professionals; with the Cambridge Library distributed 1,087 Born to Read packets to families of newborns; piloted storytelling workshops; and distributed 8,000 books to families.
- Literacy staff organized 70 parenting and family literacy activities for participants in the Pathways to Family Success program, and helped organize two sessions of Baby University, a citywide collaborative focused on parenting.
- *Reality Check*, a Cambridge Prevention Coalition and CPHD campaign to reduce underage drinking among middle school students, motivated 33% of parents who saw campaign ads to take action.
- Collaborated with the Margaret Fuller Neighborhood House and the Cambridge Community Center to conduct six workshops for people with type 2 diabetes.

Emergency Preparedness

- Organized a large regional conference that featured first-hand accounts from hospital leaders who responded to high-profile disasters in the U.S. and London.
- Organized multiple tabletop and full-scale exercises to prepare Cambridge Health Alliance for a range of possible emergencies.
- In partnership with Boston University School of Public Health, staff worked to improve emergency notification and coordinate response among health care facilities and first responders in 63 communities.
- Emergency Preparedness Region 4b, based at CPHD, worked with multiple agencies to develop strategies for better serving people with disabilities and others who would require additional assistance in an emergency.

Register now for
Promtacular!

Hoping to look spectacular for Prom?
Wondering what to do with your hair for Prom?
Come to Promtacular and talk with an expert
about hair, body image, and healthy dating!

At this year's "Promtacular" workshop, sponsored by the Health Department, Cambridge Rindge and Latin School girls discussed body image and healthy dating.



Public health nurse Joanne Ferraro, RN, talks about Lyme disease with a Cambridge woman at Fresh Pond Day. (Photo by Suzy Feinberg)

- The Region 4b Medical Reserve Corps was awarded \$95,865 by the state health department to continue recruiting and training volunteers.

Environmental Health

- The *Healthy Homes* childhood asthma program conducted 208 home visits to families, and provided information about asthma and lead poisoning prevention to the community.
- Received a two-year, \$155,734 grant renewal from the Massachusetts Childhood Lead Poisoning Prevention Program.
- As part of a \$50,000 air quality research grant, staff worked with community and academic partners to develop and test multiple protocols for measuring air pollution in Cambridge.
- In partnership with the Cambridge Police and Cambridge Prevention Coalition, staff helped launch a citywide program that allows residents to safely dispose of unused prescription drugs.
- During inspections of the City's tobacco vendors in FY11, the rate of sales to minors was 8%. The state target is 10% or lower.
- Conducted 54 environmental health investigations involving mold and other pollutants.
- Licensed 80 biotechnology labs; six body art establishments and 36 practitioners; seven bodywork establishments and 17 practitioners; two indoor ice rinks; and three tanning establishments.

Epidemiology & Data Services

- Expanded the school surveillance system to include both communicable diseases and health conditions in Cambridge schools and universities.
- Produced reports on influenza-like illness in schools and universities during the H1N1 flu epidemic, and active tuberculosis cases among residents during 2006-2010.
- Received a state grant to develop a public health district with Cambridge, Everett, Somerville and Watertown to regionalize and enhance select public health services in these communities.

Public Health Nursing

- 2,651 seasonal flu vaccines and 77 pneumonia shots were administered during the 2010-2011 flu season.
- Followed up on 136 communicable disease reports. Of note, nursing and epidemiology staff responded to multiple measles exposures, two unrelated typhoid fever cases and two norovirus outbreaks.
- Continued to evaluate and treat tuberculosis patients at the Cambridge Hospital's Schipellite Chest Center. In FY11, patients with active or latent TB made 1,856 visits to the center.
- Provided monthly health seminars and blood pressure screenings to Cambridge seniors.

School Health

- Cambridge public school students made 31,921 visits for illness and injury to school nurses during the 2010-2011 school year. Of these visits, only 6% resulted in dismissal from school. In addition, school nurses also cared for over 1,100 children diagnosed with a physical or developmental condition, such as asthma or diabetes.
- The School Health Program established the role of Health Care Liaison to the CPS Office of Special Education to better serve medically fragile preschool children entering the school system.
- Administered over 800 flu vaccines to students and staff at on-site clinics.
- Conducted 22 elementary cafeteria "tastings" and introduced four dishes on district menus; introduced the first elementary school salad bar and a soup & salad bar at CRLS; coordinated 48 coaching sessions for food service staff; helped produce the annual health and fitness "progress reports"; secured funding for fruit and vegetable snacks at four schools; and conducted seven cooking activities for children and families.
- Nutrition staff collaborated on a research grant to identify potential ways for addressing weight disparities among African-American youth in Cambridge.



A young boy is eager to test his "tooth brushing" skills on Mr. Ali (a puppet) at the Hoops 'N' Health sports tournament and health fair. (Photo by Priscila de Calvache)

Public Works

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

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

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

Public Works by the Numbers:

- Collected 16,000 tons of rubbish and 13,000 tons of recyclables;
- Maintained 125 miles of streets and over 200 miles of sidewalks;
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 16,000-tree urban forest;
- Provided 24-hour customer service and rapid response to emergencies in the public right of way, including those related to snow and ice, heavy rain and damaging wind;
- Provided support services for over 200 public special events;
- Serviced 223 miles of sewer/drain lines, over 6,000 catch basins and 69 sewer and stormwater pumps;



Public Works staff working on the newly upgraded website.

- Managed over 2,000 permits related to construction/business uses impacting the public way;
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions;
- Maintained 34 public buildings;
- Maintained 300 vehicles and pieces of equipment.

Highlights and Accomplishments

- Managed \$97.3 million in capital improvement projects as outlined in the *FY11 Five Year Public Investment Plan*, including \$75.3 million for Sewer/Stormwater, \$18.8 million for Sidewalks/Streets, \$3.0 million for Buildings and \$0.6 million for Parks.
- Collaborated with other City departments in Cambridge's successful bid to be one of the first 35 municipalities in the Commonwealth to achieve a *Green Communities* designation. Administered by the Massachusetts Department of Energy Resources, this program provides funding to help municipalities pursue energy efficiency measures, large renewable energy projects and innovative methods that reduce the use of fossil fuels. To be designated, the City adopted 5 required criteria, including an Energy Reduction Plan for reducing energy consumption to 20% below an FY08 baseline by FY13.
- Installed close to \$1 million in energy efficiency improvements at 8 municipal and 5 school buildings using federal stimulus grants, NSTAR rebates and City funding. Altogether, these projects will prevent 300 tons of CO2 from being released into the atmosphere each year, and save enough energy to light 65 homes for a year.
- Completed major roadway and sidewalk improvements, including: Concord Avenue (Fresh Pond Parkway to Blanchard Road), Prentiss Street (Massachusetts Avenue to the Somerville Line), Oxford Street (from Garfield Street to Forest Street), Brookline Street, Harvard Square Improvements (Dunster, Hilliard, Upper JFK, Linden and Plympton Streets), Cameron Avenue, Middlesex Street, Brattle Street (Sparks Street to Fresh Pond Parkway), Prospect Street (Massachusetts Avenue to the Somerville line), Hubbard Avenue (Raymond Street to Walden Street), Robinson Street (Garden Street to Raymond Street), First Street (Binney Street to Cambridge Street), Cushing Street (Haggerty School to Belmont Street), Elm Street (Hampshire Street to Broadway), Gardner Road, Market Street (Elm Street to Clark Street) and Notre Dame Avenue.
- Increased tons recycled by over 10% and decreased trash disposed of by 6% during the first 6 months of "single stream" recycling — in which residents place paper, cardboard, glass, metal and plastic containers together in one recycling toter on wheels. This program required extensive public education and outreach, and the distribution of over 14,000 toters to residents.
- Responded to community concerns about significant citywide flooding and sewer back ups during heavy rain events in July 2010, including conducting phone consultations with 253 community members and on-site engineering consultations at 141 properties, as well as hosting two community meetings in impacted neighborhoods.
- Promoted improved health of the workforce by offering a weekly Weight Watchers at Work program. Funded through employee



Each year, the Engineering Division replaces sidewalks and plants new trees as part of construction projects.



The Prentiss Street Sewer Separation Project in the Agassiz neighborhood.

benefits, 10% of Public Works employees participated and during the first 6 months of the program lost a total of more than 400 pounds.

Public Works Division Overviews and Highlights

Administration

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

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

- Received and responded to over 1,400 service requests from the public via the Public Works website.
- Implemented low-cost information technology improvements to improve efficiency and responsiveness to the public, including: the creation of four new customer service forms on the Public Works website; streamlining business invoice payment and financial records management by creating a financial tracking application; and optimization of daily rubbish truck routes by using GIS in order to reduce collection times and fuel usage.

Engineering

The Engineering Division is responsible for improving and expanding much of the City's public infrastructure, including design and construction management for work on sewer and stormwater facilities, streets and sidewalks, and parks and plazas. The division is responsible for the cleaning and inspection of the City's sanitary sewers, storm drains and pumping facilities, and updating and maintaining paper and electronic records defining the public right of way, easements, City property lines, utility corridors and utility connections.

The division works with the Massachusetts Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA) on the goal of improving water quality in the Charles River and Alewife Brook, and with the Massachusetts Water Resources Authority (MWRA) on issues such as flow verification, combined sewer overflow monitoring and proper use of the sewer system. Over a decade of major investment in and maintenance of sewer and stormwater systems has had a significant positive impact on both water quality and sewer backups.

- Issued the third update to the City's *Five Year Sidewalk and Street Reconstruction Plan*, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. This year's Plan update increased the emphasis on a "complete streets" program, where streets are designed for all users—pedestrians, cyclists, bus riders, drivers and residents— and included more sidewalk reconstruction and missing ramp reconstruction on major arterials to increase accessibility for pedestrians.



The Street Maintenance Division responds to requests for street and sidewalk repairs.

- Initiated a vulnerability/resilience assessment in collaboration with the Community Development Department's climate change adaptation planning efforts, to enable better planning for potential increases in extreme weather and sea level rise associated with climate change.
- Completed construction on significant improvements to the sewer and stormwater utility system, in order to reduce sewer back ups, decrease combined sewer overflows and reduce the amount of stormwater sent to Deer Island for treatment. Major projects this year included sewer separation of combined sewer lines on Prentiss Street and portions of Oxford and Frost streets, as well as a sewer separation and floatable controls project in the CAM400 project area of Whittamore Avenue, Harrison Avenue, Seagrave Road, Madison Avenue, Magoun Street, Columbus Avenue, Kimball Street, Kassul Park and Massachusetts Avenue at Alewife Brook Parkway.
- Initiated several community processes related to upcoming major construction projects, including the formation of the Kendall Square Advisory Committee and the beginning of the Alewife Sewer Separation Project community process.

PUBLIC WORKS OPERATIONS

Street and Sewer Maintenance

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 6,000 catch basins, and 69 sewer and stormwater pump stations. Streets and sidewalk maintenance crews provide rapid response to sinkholes, inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs, patch potholes and place footings for signs, rubbish/ recycling receptacles and benches. Sewer maintenance crews work to reduce flooding and improve water quality through preventive maintenance, and provide emergency response as needed.

The division also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections and drainage structures); permits and inspects business sidewalk use; consults with contractors and utility companies; and provides technical assistance to homeowners.

- Completed 500 sidewalk repairs and 600 sewer preventative maintenance work orders, and cleaned 1,700 catch basins.

Snow Clearing

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

- Cleared and salted 125 miles of roadways and approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other areas.
- Conducted enforcement under the City's sidewalk snow and ice ordinance, working in coordination with the Traffic Department to inspect 2,363 complaints and issued 1,220 tickets.



Nighttime snow operations. (Photo by Ryuji Suzuki, Beaupix Studio)

Street Cleaning

The Street Cleaning Division is responsible for maintaining clean public ways through mechanical street sweeping throughout the city, and a combination of mechanical street and sidewalk sweeping, hand sweeping and litter collection in City Squares every day, including on weekends. Contractual street sweeping, which runs from April through December each year, includes twice yearly vacuum sweeping to improve stormwater quality.

- Mechanically cleaned approximately 12,000 miles of streets, collecting nearly 1,600 tons of refuse and debris.
- Removed 600 significant graffiti incidents through power-washing, and conducted regular steam-cleaning of litter baskets and other areas in public spaces.
- Collaborated with the U.S. Geological Survey, the Environmental Protection Agency and the Massachusetts Department of Environmental Protection on a vacuum sweeping study to better quantify the effectiveness of high efficiency street sweeping activities on phosphorous, metals and polycyclic aromatic hydrocarbons. The street sweeping and sample collection activities are complete and a final analysis is expected by July 1, 2011.

Rubbish

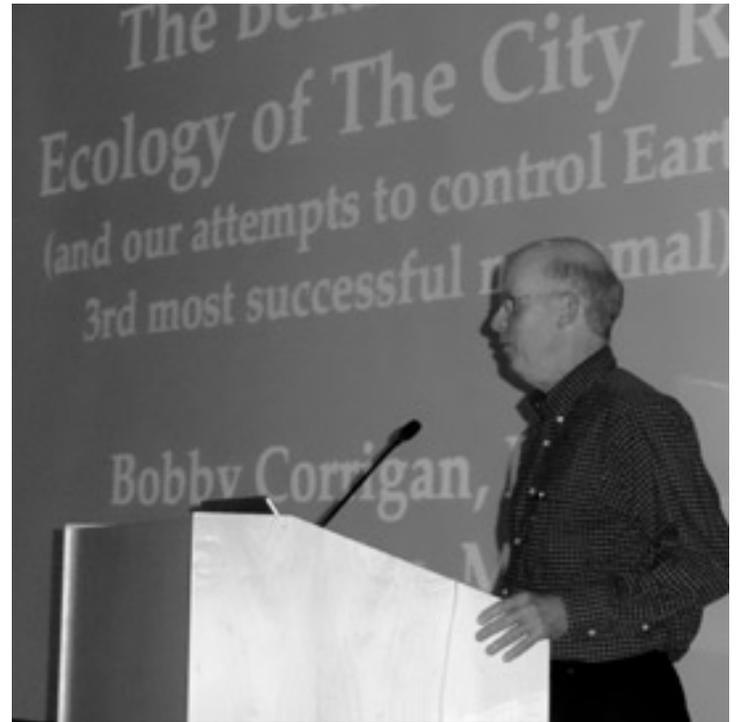
The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings and schools. The division also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled. The division enforces the City's Refuse and Litter Ordinance related to requirements for proper trash preparation, mandatory recycling, bulky waste and litter. These programs support the City's rodent control, cleanliness and environmental efforts. The division also supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

- Collected and disposed of 16,187 tons of household rubbish.
- Collected 700 appliances, such as refrigerators, stoves, washers, dryers and air conditioners for recycling and collected CRTs (TV and computer Monitors) on a daily basis for recycling.
- Issued 3,000 solid waste violation citations as part of a program to improve cleanliness, reduce rodents and increase the recycling rate.

Recycling

The Recycling Division plans, implements and maintains cost-effective recycling, toxics and waste prevention programs that are characterized by good communication, good customer service and high participation and recovery rates. The division maintains and monitors the curbside recycling contract and a Drop-Off Center open to Cambridge residents, and businesses and non-profits with 50 or fewer employees. The division also maintains and monitors recycling in City buildings, schools, public areas, at festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, the division works to implement City policies, improve current programs and expand efforts to meet or exceed goals outlined in the City's Climate



The City hosted a program with Dr. Robert Corrigan, one of the foremost authorities on rodent control and founder of the NYC Rodent Control Academy.



Single stream recycling, which eliminates sorting, launched in October 2010. Here, a new single stream toter empties into a new recycling collection truck.

Protection Plan and the Massachusetts Solid Waste Master Plan.

- Implemented single stream recycling which required extensive public education and outreach, and the distribution of over 14,000 totes to residents.
- Worked with the School Department to implement a new lunchroom composting program at the Graham & Parks School, and planned for potential expansion to the Morse and Tobin schools. Existing programs continue at the King Open School and the 9th Grade Campus.
- Initiated a new contract with a bicycle collection company to empty public area recycling bins from City Squares using “pedal trucks,” which are well-suited for tight, urban environments. The bins will be serviced more frequently while reducing vehicle trips.

Parks and Urban Forestry

This division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, playing fields, squares, plazas, medians and public building grounds. The division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and approximately 3,000 trees in parks and cemeteries.

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

- Launched the Junior Forester Program, through which school-aged children adopt newly planted trees in their neighborhood or near their school, and in return Public Works provides education on tree care, Gator Bags to help water adopted trees and recognition to participants.
- Appointed 18 residents to new terms on the Committee on Public Planting. The Committee’s purpose is to promote and improve the quality and diversity of public plantings throughout all areas of

the city, and as part of their efforts they have worked with the City Arborist to develop a new brochure to educate residents on tree care and City arboriculture programs.

- Planned a Tree Ambassador Program for summer 2011, through which an intern will ride to newly planted trees by bicycle, watering the trees and educating local residents and businesses about tree care.

Cambridge Cemetery

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

- Completed the restoration of 15 additional historic staircases throughout the Cambridge Cemetery using Community Preservation Act funds.
- Continued to implement the Cambridge Cemetery Master Plan, adding 100 burial spaces and completing monument repairs on 53 stones.



Public area recycling bins are emptied via bicycle through a program with Metro Pedal Power.



The Urban Forestry Division launched the Junior Forester program, which targets youth interested in adopting newly planted trees in their neighborhood.



Flags are placed graveside at the Cambridge Cemetery to celebrate Memorial Day each year.



The Public Buildings Division supports events throughout the year at 12 municipal buildings, including the Sheila Doyle Russell Youth Center, a LEED certified building, pictured here.

(Photo by Arthur Kwesi)



Public Works oversaw the installation of high efficiency lighting and occupancy sensors at several City buildings including Engine 3, pictured here.

Public Buildings

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

- Installed close to \$1 million in energy efficiency improvements at 8 municipal and 5 school buildings using federal stimulus grants, NSTAR rebates and City funding. Altogether, these projects will prevent 300 tons of CO₂ from being released into the atmosphere each year and save enough energy to light 65 homes for a year.
- Dedicated increased resources to reducing energy use in municipal buildings by expanding the role of the Energy and Sustainability Analyst, hiring an additional HVAC technician and contracting for 24/7 remote monitoring of the energy management systems in 10 buildings, including the new Main Library, Russell Youth Center and Healy Public Safety Building.

Public Works

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Vehicle Maintenance

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

- Reduced toxics, waste and costs by using retreaded tires; cleaner-burning diesel fuel; recycled motor and hydraulic oil, antifreeze, washer fluid and wipe rags; and by recycling approximately 10,000 pounds of metal parts.
- Conducted biannual inspections of 250 taxis.

Off-Hours

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



The Vehicle Maintenance Division provides maintenance and repair services for over 300 City-owned vehicles.



The City's contractor Millennium Maintenance and Power Sweeping, shows off a new 2011 Elgin Pelican sweeper, which runs on biodiesel, provides improved dust control and uses less water.

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. Bids are posted on the City's website so that vendors can download them and submit a bid for any given commodity or service.

The Purchasing Office promotes the use of Commonwealth of Massachusetts contracts when appropriate and encourages the participation and outreach to minority, local and women-owned businesses through the City's Minority Business Enterprise (MBE) Program and other venues. The City collaborates along with the cities of Brookline, Newton, Arlington, Belmont, Lexington, Weston, Waltham, Watertown and Winchester in a Cooperative Fuel Bid. The Purchasing Office also encourages the purchase of environmentally preferred products. The Purchasing Office oversees the Print Shop and Mail Room and disposes of surplus City property.

Some of the Purchasing Office's other responsibilities include:

- Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.
- Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage and that their employees have the required certificate indicating 10 hours of OSHA approved safety training.
- Serving as the repository for the Cambridge Responsible Employer Plan certificates, which apply to building and public works projects over \$100,000.00. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.
- Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests for Proposals for services valued over \$10,000.00.

Highlights and Accomplishments

- Streamlined cost effective and efficient procedures for bids and contracts that were implemented in FY10. Vendors are notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing. Fully executed contracts are emailed to the appropriate departments.
- Processed and monitored over 455 contracts, change orders and amendments.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Cross-trained all staff on Peoplesoft Financials, the internal bid tracking system and contract administration.

- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000.
- Continued and expanded the City's role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Collaborated with various regional partners and the GSA (General Services Administration) to execute contracts for road salt, fuel and radio equipment.

General Services/Print Shop

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

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

The Print Division is responsible for providing basic printing needs such as binding, collating, duplication and basic graphic services 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.

General Services Highlights and Accomplishments

- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Provided printing, finishing and binding services to various City departments including the following projects: City Council meeting and roundtable packages; Community Preservation Act presentation documents; Budget Notebooks; Veteran's benefit and services brochure; posters for Veterans and Patriots Day observances; Cambridge Scholarship Fund letters and return envelopes; collective bargaining agreements; Public Works Snow Operations Manual; Fire Department monthly assignment calendars; policy, procedures and protocol manual for the new public safety facility; City Council inaugural invitations; abutter notices for Community Development projects; parking ticket and RMV change notices; and postcard notifications for public meetings.
- Expanded the printing of business cards, invitations for events and tickets for City-sponsored activities. Printed fliers, literature and presentations for various City departments, including printing the fliers for the Library's author series and Summer Reading Program brochure.

Schools

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

With an enrollment of 6,204 students during school year 2010-11, the Cambridge Public Schools strive to provide the highest quality education for the children of Cambridge.

On March 15, 2011, the School Committee approved the Innovation Agenda, an ambitious plan that will propel our schools into the 21st century. The Innovation Agenda merges the goals of academic excellence and social justice by providing all middle grade students with superior preparation for success in high school and post-secondary education. The plan calls for restructuring our school district for the 2012-13 school year to create:

- Eleven JK-5 elementary schools, including a Montessori school enrolling three-year-olds; and one Spanish two-way-immersion school serving students JK-8.
- Four upper school campuses offering a challenging, enriching and consistent Upper School Program to students in grades 6-8. These campuses will be located in four larger school buildings also housing elementary schools.
- One comprehensive high school consisting of four learning communities, a school of technical arts and a high school extension program.

In support of the Innovation Agenda, CPS drafted a comprehensive Facilities Plan outlining criteria for future capital improvements and identifying the Martin Luther King, Jr. school building at 100 Putnam Avenue as the first priority for major capital work. Short-term improvements will also be made to middle school science labs, libraries, cafeterias and technology.

The Innovation Agenda has provided, and will continue to provide, numerous opportunities to build partnerships with families. The district has created a Citywide School Advisory Group consisting of representatives from our 13 school councils who will serve as an ongoing resource dedicated to advising the Superintendent and supporting parent communication and community building.

The Cambridge Rindge and Latin School (CRLS) has undergone its own transformation this past year. The first phase of the \$112 million high school renovation project was completed on time in September 2010 when the Arts and Rindge Buildings reopened to students. When the project is completed in September 2011, CRLS students will study and learn in a state-of-the-art facility designed to LEED silver designation standards.

Highlights and Accomplishments

CRLS continues to offer an outstanding education to students, with 92% of students in the graduating class of 2011 having plans to attend college. CRLS students received state, regional and national recognition in areas including:

- **Engineering:** The Underwater Robotics Team and students from Rindge School of Technical Arts (RSTA) video product development program competed at the national level this year. RSTA students also took Bronze medals at the regional level.

- **Arts:** *Stage Directions* magazine voted CRLS one of five High School Theatre Honors Program winners, stating, “the skill, care, and love that they put into these kids brings out talent that is beyond anyone’s expectations.”
- **Athletics:** Boys Baseball, Boys Volleyball, and Girls and Boys Tennis teams qualified for the MIAA tournament this year. The Boys and Girls Crew won victories at the Greater Boston League Championships and Massachusetts Public School Rowing Championships. The crews placed 10th and 7th at the New England Interscholastic Rowing Championships, the best showing in CRLS history.

Additional accomplishments in FY11 include:

- The CPS School Committee approved a new Mandarin Chinese two-way Immersion Program at the Dr. Martin Luther King, Jr. School. Funded by a five-year U.S. Department of Education Foreign Language Assistance Program Grant, the program will begin at the junior and senior kindergarten level in September 2011. CPS also announced a new technology partnership with Lesley University at the Kennedy-Longfellow School sponsored by Mr. and Mrs. Albert Merck; and the contribution of super-high-speed Internet2 Network and networking equipment by Harvard University, Raytheon BBN Technologies and Cisco TelePresence.
- CPS also launched a program evaluation process whose rigor and depth is unprecedented in our district: the Curriculum Review Cycle. Beginning with our math curriculum, this multi-year, continuous improvement cycle will span five years and will be integrated with the implementation of Massachusetts’ adoption of the national Common Core standards.
- Finally, our newly-created position of Project Manager for Sustainable Practices launched the Cambridge Green Schools Initiative. This program mobilizes building occupants to implement sustainable practices such as this year’s “RecycleCraze” competition that recycled nearly 59 tons of paper, saved 899 trees, prevented nearly eight truckloads of trash from going into a landfill, and preserved more than 411,000 gallons of water.



CRLS 2011 Super Seniors: students were chosen on the merits of their academic standing and/or by the school for the way in which they embody the school motto of Opportunity, Diversity and Respect. (Photo by Romana Vysatova)

Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City's two parking garages; collection and adjudication of parking tickets; and operation of the Resident Permit Program.

Traffic operations include pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. The department also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

Highlights and Accomplishments

Resident Permits

- Received 162 pictures for the 2011 resident permit photo contest. Received several great pictures of the Alewife Red-tailed Hawk family with 3 chicks that spent the summer on the ledge of 185 Alewife Brook Parkway, which were used on the permit and on the cover of the resident information brochure.
- Implemented the new resident parking fee and established the voluntary contribution feature. These additional resources will be dedicated to programs and projects in support of the City's commitment to becoming a sustainable and green community. Approximately 450 residents made voluntary contributions totaling approximately \$5,900.

Prospect St.

- After the street was repaved, added left turn lanes for the cross streets, several of which had been high crash locations.

Traffic Signal Work:

The department continues to proactively improve the City's 135 signals to repair and upgrade the equipment and make timing adjustments to match any changes in traffic volumes.

Operational/timing improvements:

- Signal coordination - Prospect Street, Broadway, upper Mass Ave., Mt. Auburn Street.
- Galileo/Broadway and Galileo/Main St. - added left turn arrows.

Equipment repairs:

- Traffic control cabinets - converted 30 and replaced 9 to meet ADA regulations for the visually impaired.
- Huron Ave. @ Reservoir St. and Massachusetts Ave. @ Everett St. - rebuilt and added the fourth crosswalk.

Bicycle Facilities:

- Added Bike Lanes - Brookline St. from Henry St. to Franklin St. and Brattle St. from Sparks St. to Fresh Pond Pkwy.
- Completed bicycle parking inventories in Harvard and Central Squares. Central Square - 332 bikes, a 22% increase from the previous year, Harvard Square - 333 bikes, a 17% increase from the previous year.

Development Projects:

- Reviewed and certified the traffic studies for eight large projects seeking permits from the Planning Board. Worked with the developers to reduce or mitigate transportation impacts.
- Updated auto ownership near transit study (there are still about .5 vehicles per household for buildings within one quarter mile of a transit station).

Parking:

- Piloted 50 solar powered, credit card accepting meters on Garden Street in Harvard Square.
- Worked with the Business Districts on parking and other needs in their areas.

Garages:

Completed 11 maintenance and repair projects totaling \$62,000 in the two City garages - First Street and Green Street - to maintain the facilities in a safe condition. The City's new parking garage management firm continues to improve the quality of garage operations through customer service training for the staff, monthly inspection visits to the garage by the District Manager and a new employee recognition program.

Parking Enforcement:

Work this year focused on improved communications within the unit, deployment of new upgraded handheld ticket machines, the hiring and training of six new PCOs, and improvements in daily operations.

State's Accelerated Bridge Program - Rebuilding the 6 bridges crossing the Charles River:

Worked with MassDOT, Boston and others on the construction management plans for the construction of the bridges to minimize adverse impacts on Cambridge. Supported the Community Development Department in advocating for bridge designs that serve all modes of transportation.

Snow:

Worked closely with Public Works, the Police and others to keep the streets open, the City functioning and enforce sidewalk clearing in one of the most challenging winters the City has experienced in recent years.

Veterans' Services

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

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. In FY11, \$677,000 in assistance was disbursed. The cost of this benefit program is reimbursed to the City, by the Commonwealth, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$3.9 million in federal monies for VA pensions, compensations and benefits during fiscal year 2011. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department also assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the department assists veterans who are totally service-connected disabled, parents/spouses of veterans' killed-in-action or those who died as a result of a service connected injury, in applying for a \$2,000 annual annuity, which is provided tax free from the Commonwealth. The department assists Veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere. Veterans' Services also coordinates public events on Patriots Day, Veterans Day and Memorial Day, including the Memorial Day parade and the decoration of veterans' graves with an American Flag.

Highlights and Accomplishments

- Successfully managed a projected 17% increase in the number of active clients served since July 2010.
- Successfully implemented a new Web-Based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is an interactive database developed exclusively to assist cities and towns with benefit submission and reimbursement.



Crann Tara Pipe Band during the 2010 Memorial Day Parade.

(Photo by Carol Cheung)



Captain Mary Jo Majors, 2010 MA Woman Veteran of the Year.

- Continued to enhance the department's website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with City TV-8, we continue to air the veterans' benefits informational public service announcement regarding our assistance program, which has significantly increased our outreach capabilities.
- Worked closely with the Assessing Department to outreach to veterans, and/or their surviving spouses who may be eligible for FY11 veterans' property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11, as well as the new entitlement for those who have served subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- In collaboration with the United States Postal Service, participated in the Central Square Post Office's Veterans and Memorial Day Observances.
- Identified and assisted in delivering Thanksgiving Day turkey dinners to 15 Cambridge veterans. The dinners were donated by firefighter Galvin Murphy and his wife Barbara. This was a first-time initiative.
- Facilitated the nomination and subsequent award of the Commonwealth's Woman Veteran of the Year award to North Cambridge resident Captain Mary Jo Majors, United States Navy Reserve.
- Projected to assist 21 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. As of January 2011, 6 cases have been awarded favorably and 15 cases are pending.

Water

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

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

- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge city limits to ensure the highest raw water quality;
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, federal and state drinking water standards;
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects;

- Protecting purified water from potential hazardous contamination through improper connections to the piping network;
- Removing lead water services wherever possible and continuing the purchase of "low lead" water works products for materials in contact with our water;
- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;
- Supporting emergency and snow removal needs of the City of Cambridge;
- Assessing the feasibility of, and wherever possible, implementing energy reduction/generation projects throughout the Water Department's equipment and facilities.

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

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

Highlights and Accomplishments

- Completed an Energy Efficiency Study at the Treatment Facility. This study targets all energy use throughout the facility that includes the usual heating and light uses but also includes pumping and all other treatment processes.
- Held the 4th annual Fresh Pond Day in May at the end of Water Week.
- Produced over 4.9 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Provided over 70 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge water system and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Added one partial zero emission vehicle (PZEV) to our fleet. This brings the total number of "green" vehicles in the Water Department fleet to six.
- Completed cooperative infrastructure projects such as Concord Avenue (Blanchard Road to Alewife rotary); Frost Street Sewer Separation Project (Phase I); Harvard Square Improvements Project (Mt. Auburn, JFK, Plympton and Dunster Streets); Whittemore Avenue and Common Manhole Removal Project (Central Square).
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Completed the automation of the Cross Connection Control Program data.
- Completed all of the backflow prevention device testing and re-testing for inventoried devices and initiated the surveying of facilities for cross connections throughout the city.



Cambridge school students participate in 'fix-a-leak' during Water Week.

- Distributed 2010 annual “Consumer Confidence Report” on drinking water quality via direct mail and through the department Web page.
- Responded to and repaired over 50 water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 61,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.
- Completed the latest US EPA drinking water monitoring program: Unregulated Compound Monitoring, Round 2 (UCMR2). None of the targeted compounds were found in Cambridge drinking water.
- Maintained and expanded the department’s Web page.
- Continued implementation of the Watershed Protection Program which included updating the Hazardous Materials Response Plan, environmental monitoring, site plan review and construction site monitoring.
- The Fresh Pond Reservation Volunteer Stewardship program coordinated over 1,200 hours of volunteer work including monitoring for Asian Longhorned Beetles and tree inventories.
- Initiated a “shared use” public process for all of the competing uses of Fresh Pond Reservation.

DIVISION OVERVIEWS AND HIGHLIGHTS

Administration/Business/Information Technology

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

- Managed the \$18.7 million budget from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that include: upgrading revenue system; processing of quarterly water and sewer bills; paying hundreds of vendors and contractors; and maintaining numerous PC’s, printers, copiers and plotter.

Engineering and Program Development

This division is responsible for overseeing capital improvements; performing design; distribution system modeling; maintaining maps and records; implementing and maintaining a cross connection control program; reviewing and issuing permits; and coordinating technical activities throughout the city.

- Provided design and/or review comments and construction monitoring services for upgrades/alterations to existing water mains on Massachusetts, Putnam, Western, Whittemore, Madison, Harrison, Concord, Lopez, Lakeview, Columbus, Magnolia Avenues, Seagrave Road, Acorn and Cambridge Park Drives, Industrial Park Road, Kassul Park, Land Blvd., Concord Turnpike, Broadway, Spinelli and Smith Places and Magoun, Kimball, Flagg,



Residents participate in a native plant walk at the Fresh Pond Reservation.

- Prentiss, Oxford, Lowell, Charles, Bent, Dunster, Education, Binney, Fawcett, Frost, Second, Eighth, Seventh, Sixth, Fifth, Third, First, Rogers, Sherman, Main, Moulton, Wheeler, Spring, Fulkerson, Griswold, Kinnaird, Banks, Osborne, Sciarappa and Cedar Streets.
- Continued the updates of the Geographical Information Systems (GIS) Mapping.
- Completed support for the final calibration of the hydraulic model which included verification of mainline gate valve positions.
- Continued to support the refurbishment of City park irrigation systems in conjunction with the Department of Public Works’ Park Division. Our participation was for water accountability and backflow prevention.
- Updated the long range capital improvement plan (5, 10 and 20-year) for the entire water system in coordination with DPW’s 5 year capital improvement plan.
- Issued over 545 permits that include backflow device installations, fire pump testing, hydrant use and construction.
- Completed the biannual leak detection of the 190 miles of underground pipes within the City of Cambridge.

Water Quality and Treatment Operations

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



Staff repaired a 30-inch diameter water transmission main on Broadway at Trowbridge Street.

Environmental Protection Agency (EPA) has continued. This has included performing routine operations coordination, water quality sampling and data review.

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

Transmission and Distribution

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission and distribution mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 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 (Stony Brook Conduit) begins in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified in the plant at Fresh Pond Reservation and then pumped to the Payson Park Reservoir located in Belmont, via a 40-inch transmission pipeline. The elevation associated with the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

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

- Replaced/repared 20 fire hydrants, repaired 54 leaks, installed or repaired 60 valves, performed over 2,500 utility mark-outs and approximately 1,500 construction inspections.
- Replaced and rehabilitated approximately 9,000 linear feet of water mains on Arlington, Edmunds, Magazine, Flagg and Lopez Streets; eliminated 13,000 linear feet of old 6" parallel water mains and eliminated 36 of the approximate 1,700 lead services targeted for replacement.

Watershed

This division is responsible for the management and operations of the City's three reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The reservoirs are Hobbs Brook, Stony Brook and Fresh Pond.

The division develops, implements and monitors complex watershed protection plans that include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management.

The priorities continue to be source water protection and management that include: the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey; source water protection plan; maintenance and improvements to reservoirs, infrastructure and landscaped/forested areas; site plan development review and construction monitoring; and the implementation of the Fresh Pond Master Plan priorities.

- Completed the Cambridge Watershed Surface Supply Protection Plan.
- In cooperation with the state's Department of Conservation and Recreation and the Department of Transportation, constructed a bicycle path on and adjacent to the City owned Stony Brook conduit easement in Watertown.
- Completed Phase I and Phase II restoration plans for Black's Nook.
- Received \$126,000 in funding from FEMA to repair damage to the Hobbs Brook Reservoir Dam and spillway caused by the March 2010 rain events.
- Continued to review, monitor and inspect major development projects in the watershed which includes the Winter Street Bridge Project, Route 128 Waltham section reconstruction, former Polaroid facility redevelopment, Shire Pharmaceutical Waltham facility and the Route 128 truck stop.
- Developed a restoration plan for the Hobbs Brook Reservoir gatehouses.
- In addition to organizing an American Planning Association Conference workshop and Fresh Pond Day, the Watershed Division also supported and planned nature-based programming in partnership with the Friends of Fresh Pond Reservation and the Maynard Ecology Center.
- Installed equipment for collecting real-time water quality data at the Stony Brook Gatehouse to help improve the management of the reservoir.
- Installed electronic counters at Fresh Pond reservation to collect use data.

Weights & Measures

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

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

Highlights and Accomplishments

- Provided a Consumer Impact Statement to Division of Standards of Commonwealth of Massachusetts that details the savings passed on to consumers by conducting inspections in Cambridge.
- Continued outreach to business owners on local and state regulations and compliance.
- Produced in collaboration with City TV-8 a Public Service Announcement about the work of the department. The PSA reflected the practices of the Weights and Measures Department to ensure that devices reflect accurate measures so shoppers in Cambridge are confident they are receiving what they paid for in the marketplace.

Women's Commission

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

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

Highlights and Accomplishments

- **Young Women:** Along with Cambridge Public Health, co-sponsored the 2nd annual Promtacular workshops for CRLS teen girls; topics included self image, healthy relationships and self respect on the dance floor. Hosted 5th Grade Girls' Sports Day, providing 180 girls a day of physical fitness activities. Through the Alliance for Girls Services, sponsored a gender sensitivity training for the City's youth workers and other agencies.
- **Research:** Continued analysis of the Cambridge Immigrant Women's Roundtable 2010 survey; worked with various community groups to include their agency's data on immigrant women in a comprehensive report to be released later this year.
- **Economic:** Developed and published, *You Find Your Strength: A Guide for Women and Their Families Who Are Homeless*, a resource for learning about the services available in the Cambridge, Somerville and Greater Boston areas. Participated in a regional work-family policy summit to discuss the need for paid sick days, paid family leave, workplace flexibility, stronger laws against workplace discrimination, and other family-friendly policies that could benefit both New England workers and businesses. Summit led to the publication of *A Work-Family Agenda for New England & The Nation*. Served on the Massachusetts Paid Sick Leave Coalition, a strategic bipartisan effort to work with legislators to help Massachusetts require employers to provide paid sick leave for workers - many of whom are low-income women.
- **Immigrant Women:** Directed the Immigrant Women's Roundtable, working with immigrant women and families to promote better connections and services for immigrant women in Cambridge. Along with the Community Engagement Team (CET), organized three community forums, Domestic Violence and Ethiopian, Haitian and South Asian Communities; Engaging Fathers in Youth and Family Programs; and Engaging Portuguese Speaking Communities.
- **Arts:** At Central Square Theater, co-sponsored *Little Black Topsy* and *The Magical White Fairy Soap*, an original play challenging myths of race and gender. Co-sponsored the Fine Cut Premier of *Left on Pearl*, a documentary about a significant chapter of Second Wave feminist history that occurred in Cambridge.
- **Domestic Violence (DV):** Continued *Cut it Out Cambridge*, raising salon professionals' awareness of DV and addressing the issue from a community solutions perspective. Throughout October, promoted community-wide awareness of DV, this year focusing on DV and technology. Coordinated and chaired the Domestic Violence Task Force monthly meetings. Served as an advisor to the High Risk Assessment Team, a coordinated community response to address the most dangerous DV cases.
- **Women's History:** Sponsored numerous events commemorating International Women's Day (IWD), hosting a film screening and discussion with award-winning filmmaker, Liane Brandon, with the Cambridge Women's Heritage Project. Served on the planning committee to bring the ever-popular IWD Breakfast to more than 200 Boston-area women. This year's topic was Unequal Treatment Under the Law: Women in the Criminal Justice System.
- **Community:** Hosted *Feminism and Dessert*, a monthly community discussion group; topics included: pioneering feminism in Afghanistan, Equal Pay Day, teen relationships, race and gender in Massachusetts politics and the role of women in the Arab spring movements. Organized *A Call to Men*, a training and discussion on men's role in ending violence against women for Cambridge police officers, the West Cambridge Youth Center and others.



About the City's Seal

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

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

City Council:

Mayor David P. Maher
Vice Mayor Henrietta Davis
Councillor Leland Cheung
Councillor Marjorie C. Decker
Councillor Craig A. Kelley
Councillor Kenneth E. Reeves
Councillor Sam Seidel
Councillor E. Denise Simmons
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